

SMART MANAGEMENT STRATEGIES IN THE FIELD OF ENDOWMENTS (AWQAF) AND THEIR ROLE IN THE DEVELOPMENT OF CHARITY IMPACT

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ABSTRACT

The aim of this paper is to find and examine effective technological methods through which, if well-applied, organizations develop fast and thus reach the peak of success. This study aims to identify strategies that help to transfer traditional management system to a modern smart one. The research adopts both descriptive and analytical research methods. The problem of this research lies in the practice of traditional management styles by many endowment institutions, which has negatively affected their performance. The study concludes that one of the most important policies that lead the charity sector to the ranks of smart organizations and one of the principles that make the educational organizations today capable of carrying out their duties is the adoption of smart management in administrative work. This smart management is believed to play a significant role in cultivating and improving employees being the cornerstone in the building of any organization and the establishment of any project. The study also concludes that smart management grants organizations a fingerprint in the world of management, which makes them precedence over their counterparts in other departments and which gives them a competitive advantage among their counterparts in the third sector. The human factor is the focus of smart management innovation for all organizations involved in management.

Keywords: Endowment, Smart management, Education, Training, Total quality, Governance.

1. Introduction

The modern information and technology revolution has required all organizations to take a step towards developing their managerial thinking. Smart management is one of those fields that has benefited from the technological development of management. This technological development has been shaped to transfer management into new advanced management. Smart management is the management that takes advantage of modern technology in its work and is driven by this thought, leaving behind the traditional outdated management styles. Smart management is also the one that has the means to develop and promote endowments and charity institutions by acquiring the necessary strategies to do so in a manner that is

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compatible with the administrative progress witnessed under the Fourth Industrial Revolution. This advancement is realized through the interest in e-learning and smart training after subjecting its work to governance and enabling total quality performance to regulate its performance standards.

1.1. Endowments (Awqaf) and smart management

Endowments have been of great importance since the appearance of the prophecy of Mohammed (PBUH) to this day. It is necessary to have an exhaustive interest in endowments because of its important role in the life of the Islamic community, because the managerial style of the endowments is developing over the years, and because endowments is a ritual of worship of Allah. In this regard, Allah says: "That [is so]. And whoever honors the symbols of Allah - indeed, it is from the piety of hearts."⁵ This reflects the great and significant importance of endowments and its role, which cannot be ignored in the advancement of nations. Thus, it should be granted a preference among communities.

The management of endowments (Waqf) has undergone several stages: one of them was managed by the descendants of the Waqf. According to the Waqf deed, another is managed by the supervisor of the beneficiary of the Waqf, such as the Imam of the mosque who the Waqf is spent on. As time went by, some of the Waqfs' documents were lost, and their work was not organized. Therefore, the judiciary appointed the management of Waqf. Moreover, some governments also had a role in managing endowments. In the mid-19th century, the Ottoman Empire established a Ministry of Awqaf. They then issued a law to regulate the endowments, which was very beneficial ([Hakim, 2016](#)).

Today's organizational work is highly dependent on technology, which is the basis of success for modern managements and an important cornerstone for the development of its cadres. Smart management adopts different strategies, most importantly: education, training, quality and governance.

1.2. Waqf

1.2.1. Firstly: Definition of waqf

1. Lexically: "Stand, standing, unlike sitting, stand at a place of standing... and rise the animal, makes it stand" ([Ibn Manzoor, 1290](#)).

Ibn Fares said: "Waqf: the letters waw (w), qaf (q) and fa (f) are one origin, indicating that you stay onto something and then it is measured against it and I stand up and standing"⁶.

2. Conceptually: it means "hubous or mortmain property" ([Ibn Qudaamah, 1984](#)).

1.2.2. Secondly: The pillars of the waqf

The Waqf has four pillars:

⁵ The Holy Quran; Chapter: Al-Hajj; Verse: 32

⁶ Dictionary of Language Standards, (1979). Beirut, Lebanon, Dar al-Fikr, Part VI, p. 135.

1. Waqif (the donor): It is required to be a free Muslim adult, rational owner and not forced.
2. Conditions of the Waqf: to be solid, such as weapons, real estate, books and the Holy Quran because they can be of use.
 1. To be defined and specified: For example, half of the land or some meters of a specific area. Unknown and unspecified quantity or measurement cannot be considered for the Waqf.
 2. To be fully owned by the Waqf: This means full possession. The Waqf shall not be mortgaged or dependent on financial claims. And therefore, it can be used for the purpose set by the waqif ([Al-Jasser, 2012](#)).
 3. The beneficiaries: Beneficiaries shall be clearly defined in the Waqf document (deed).
 4. The formula: It is required to hold the endowment one of the two formulas either acting (doing) or wording (verbally). An example of acting is the act of building, but the wording has two versions: explicit and metaphor. The words of the endowment are multiple: some can be explicit, and others can be metaphoric. Explicit words include: donate, dedicate and alienate. Whenever a person says one of these words, it becomes a Waqf. And these words are traditionally proven to be used among people, and they are based on sharia as the Prophet (PBUH) said to Omar bin al-Khattab: "If you like, make the property inalienable and give the profit from it to charity" ([Al-Bukhari, 2009](#)). The metaphoric wording includes: offered and shown and forbidden, but must be accompanied by other words to achieve the endowment. The donor should say: this is a charity that is bounded, perpetuated or held ([Ibn Qudaamah, 1984](#)).

1.2.3. Thirdly: Legitimacy of the waqf

Many Quranic verses and Hadiths confirm the legality of the Waqf as follows:

- From the Holy Book (Interpretation of the meanings)

Allah says: "O you who have believed, bow and prostrate and worship your Lord and do good - that you may succeed."⁷

Allah also says: "O you who have believed, spend from the good things which you have earned and from that which We have produced for you from the earth. And do not aim toward the defective therefrom, spending [from that] while you would not take it [yourself] except with closed eyes. And know that Allah is Free of need and Praiseworthy."⁸

Allah also says: "Never will you attain the good [reward] until you spend [in the way of Allah] from that which you love. And whatever you spend - indeed, Allah is Knowing of it."⁹

- From the Prophetic Sunnah

⁷ The Holy Quran; Chapter: Al-Hajj; Verse: 77.

⁸ The Holy Quran; Chapter: Al-Baqara; Verse: 267.

⁹ The Holy Quran; Chapter: Al-Imran; Verse: 92.

Abu Hurairah (May Allah be pleased with him) reported: The Messenger of Allah (ﷺ) said, "When a man dies, his deeds come to an end except for three things: Sadaqah Jariyah (ceaseless charity); a knowledge which is beneficial, or a virtuous descendant who prays for him (for the deceased)." ([Abu al-Husayn, 2018](#)).

Ibn Umar narrated: Umar bin Khattab got some land in Khaibar, and he went to the Prophet (ﷺ) to consult him about it saying, "O Allah's Messenger (ﷺ) I got some land in Khaibar better than which I have never had, what do you suggest that I do with it?" The Prophet (ﷺ) said, "If you like, you can give the land as endowment and give its fruits in charity." So `Umar gave it in charity as an endowment on the condition that would not be sold nor given to anybody as a present and not to be inherited, but its yield would be given in charity to the poor people, to the Kith and kin, for freeing slaves, for Allah's Cause, to the travelers and guests; and that there would be no harm if the guardian of the endowment ate from it according to his need with good intention, and fed others without storing it for the future." ([Al-Bukhari, 2009, p. 143](#)).

- The Wisdom of the Legitimacy of the Waqf

The observer of the Waqf finds that one of the most important goals of Waqf is to meet the religious, economic, educational, health and security needs of the society and to strengthen the ties and solidarity among the members of the society. This, in turn, achieves the dissemination of the Waqf message through achieving security for the nation, by securing both food and thought. It also achieves internal security through police and external security through armed forces to defend the nation. As well as, it plays a significant role in the call to Allah ([Abu Zaid, 2000](#)).

1.2.4. Fourthly: Types of endowments

Islamic scholars divide the Waqf into three sections: ([General Secretariat of Endowments, 2002](#)).

1. Public or charitable Waqf: It is the one donated for charity work such as mosques, schools and orphanage.
2. Descendant Waqf: It is the one donated to descendants to take care and to preserve it in the future, and this is from the keenness of the waqf. After that, the output of Waqf is spent on a continuously present party.
3. Joint Waqf: It is the percentage of entitlement determined by the donor between charity and descendants.

1.3. Smart management

1.3.1. Management

It is an activity that aims to follow up the efforts of the employees in the organization through planning, organization, leadership and supervision, in order to achieve the objectives of management in private establishments.

1.3.2. The waqf management

It is the body responsible for following up the administrative and financial endowment works. It refers to the Council of Observers or the Waqf Supervisor, as stipulated in the Waqf deed, taking into account the right of the government to supervise the Waqf according to the laws and regulations of the country.

1.3.3. Smart management

It is a management that uses ICTs in core management work at all levels of management, thereby enabling them to achieve competitive advantage among their peers ([Abdelkader, 2010](#)).

1.4. Research outline

The researcher will explain the significance of the research and its role in the performance of endowments. Then he will review the research problem related to the policies absent from the traditional management styles. The researcher will then present the research objectives, which lies in the spreading of the culture of openness knowledge. Then he will explain the selection of the research sample and its spatial and temporal boundaries. Then he will demonstrate the research similarities and differences with other research. At the end of the research, the researcher will discuss the research findings and present a conclusion.

1.5. Research significance

The significance of the policies lies in the existence of a technical information system that helps to advance the work in the field of endowments, contributes to the development of endowment work under the umbrella of human development in this important sector, and bridges the knowledge gap between the traditional system and modern technology. This can only be realized through a well-thought-out institutional work developed by specialists in the fields of technical and administrative information systems.

1.6. Research problem

The problem that this research attempts to tackle involves the working methods and styles adopted by the management of various endowment organizations that still rely on the traditional method of management, which has negatively impacted their performance. This is evident in the fact that they have not benefited from the knowledge revolution and emerging information technology, which is the gateway that grants organizations a competitive advantage among their peers. These traditional-based management organizations will, therefore, fade and end. This research accordingly discusses the endowment organizations suffering from not taking advantage of modern technology in their work and demonstrates some policies in expanding organizational quality performance that leads to better practices and success.

1.7. Research objectives

The research aims at spreading knowledge openness and activating the policies that serve the endowment organizations to promote managerial work and develop it as a guide to have a

significant impact on the development of charity work. It also helps them to perform their work correctly away from the traditional management style of rejecting the use of technology. It encourages the use of modern technology and the implementation of policies that help an organization to succeed and to be a leading organization to other organizations, as an educated organization that transfers its expertise to other organizations where the use of technology is very low. The policies that this research targets are education, training, quality, and governance.

2. Literature Review

The first study conducted was “Strategic Management and its Impact on Raising the Performance of Business Organizations "Field Study on the General Industrial Organizations in the Syrian Coast" (Sulaitin, 2006). The aim of the study was to clarify the concept of strategic management and its importance and the reasons for applying it with a diagnosis of the reality of the general industrial organizations in the Syrian coast, and the similarity between them and the circumstances that necessitate the use of strategic management after identifying the actual form of management practice. After that, the impact of strategic management is demonstrated.

The study concluded that there is a lack of knowledge about the strategic management of the managers of the organizations in question, with the similarities between the circumstances of the organizations in question and the circumstances surrounding the business organizations that require the use of modern management method. There is a great lack of analysis of the internal and external environment. The features of strategic management are not compatible with the features of organizations that are scientifically researched because they are far from the criteria of challenge, realism, flexibility and consideration of stakeholders. The researcher will benefit from this research from the strategic point of view. The study has ignored the criticism of the responsible people for choosing these leaders without having a competition to select the best of them according to a certain mechanism and plan prepared for such leaders. The second study conducted was about “the Extent of Commitment to the Implementing Total Quality Management (TQM) Standards and their Impact on Human Resources Performance: An Empirical Study on Human Resources Management in the Kuwaiti National Guard" (Otaibi, 2010).

The aim of this study is to identify the extent of the commitment to implement TQM standards (leadership, satisfaction of beneficiaries, improvement of the quality of services provided, operation management, increased efficiency of staff). The study concluded that the application of TQM among TQM staff was somewhat limited. The technology used to make use of the information provided by beneficiaries to improve services and train staff on modern management concepts was limited. The researcher argues that the study overlooked the importance of encouraging interest in targeted and smart training, which helps to raise the level of workers as well as the development of technology infrastructure. This is the gap that the researcher will attempt to fill in this research. The third study conducted was about “the

Impact of Managerial Communication on the Effectiveness of Managerial Decisions” ([Al-Anzi, 2010](#)).

This study aimed to identify the impact of the role of managerial communication at the Kuwaiti Ministry of Justice in achieving effective managerial decisions and learning the level of effectiveness of the managerial communication used in the Ministry and its impact on determining the characteristics of the information that results in achieving the effectiveness of the managerial decisions. The study found that managers at the Ministry of Justice at all levels encourage communication between employees of all kinds, as they teach them everything they care about, and the information resulting from managerial communication provides clear data on the situations in which decisions are made, which facilitates positive and successful managerial decisions. The study shows that males are more likely than females to have managerial communication contributing to effective management decisions. According to the researcher, the study overlooked the marketing of the importance of managerial communication, which is at the heart of the managerial work that leads to success in the organizations that care about it, where the decision-making depends on the effectiveness of managerial communication. The fourth study conducted was about “the Impact of Technological Capabilities on the success of the Organization: An Empirical Study on Mobile Telecommunications Companies in the Hashemite Kingdom of Jordan” ([Al-Wondawi, 2012](#)). The study discussed that technological change is a major challenge for service organizations, and that there is a relationship between the high value of business and technology as well as knowledge and technological capabilities. The study also showed that the development of the public services industry has strengthened its ability to compete. The study also considered technology represented in technological capabilities as a competitive weapon in the operation management of the service organizations. The study recommended providing an effective work environment, increasing investment in technological capabilities, employing the Internet to keep up with the new services to ensure quality, and promoting a culture of organizational success. The researcher argues that the definitions offered in the study related to technological capabilities are many and the researcher did not come out with a comprehensive definition for his study, but he mentioned the definitions that dealt with the subject and listed the views of some authors without recommending any of them as he did with organizational success.

3. Research Methodology

This research adopts the descriptive and analytical approaches as follows:

3.1. The descriptive approach

The researcher will use the descriptive approach, where he will collect information related to technology, endowment, human development and smart management, which affect the performance of the management and its scientific method in charity work away from the traditional method of management.

3.2. The analytical approach

The researcher analyzes and discusses the findings obtained from this research.

3.3. Research sample

The research includes organizations working in charity work and endowments in the Asir region in the Kingdom of Saudi Arabia during the period from 2000 to 2019 and aims to learn the use of smart management strategies in these organizations.

3.4. Research terminology and smart management strategies

1. The beholder: It is the person who manages the Waqf and takes care of it and its interests from maintenance to revenue collection and divides it on the beneficiaries according to the condition of the Waqf ([Al-Najran, 2018](#)).
2. Strategy: It is the plan or approach adopted by management to achieve its objectives efficiently, taking into account weaknesses, strengths, opportunities and threats (Ben Abbas, 2017).
3. Education: It is the process through which to build the experience that helps the learner to reach the desired change and achieve the goals set by the governing body of education ([Deanship of Quality Assurance and Accreditation, 2013](#)).
4. Training: It is the process of providing the individual with the necessary information, skills, knowledge and sciences to perform a particular job, and developing the experiences that the individual needs in his or her present or future work. Training includes changing the individual's professional and functional behavior.¹⁰

4. The Impact of Smart Management Strategies on the Quality of Endowment Management

The need for strategies to run the managerial work towards what is planned in smart management is an important requirement. Otherwise, it will not succeed and will become traditional management. It is the way that managerial thinking is influenced by education and training, traditional managerial thought can be changed to modern managerial thought based on information technology and its tools, and institutional endowment can be promoted to the levels of advanced institutions. The quality of management of the endowment cannot be overlooked because it focuses on the individual and organization, seeks to achieve their plans and enhances the quality of work. Moreover, governance is a set of processes and procedures through which the rights of the organization are ensured through internal and external supervision and control, and the establishing of the culture of responsibility and accountability. Thus, corporate collapses due to their lack of disclosure, transparency and the presentation of real data on financial conditions ([Ghadar, 2012](#)). The following is the impact of smart management strategies on the quality of endowment management.

¹⁰ Training Objectives and its Stages of Assessment: <http://mawdoo3.com> March 5, 2019 at 5 pm.

4.1. Firstly: The impact of educational strategy

The observer of the concept of education finds that the purpose of this process is to achieve the goal of learning, as this strategy is the outline and the foundation on which the teacher delivers information to the learner. The teacher has the right to use the method he deems appropriate for communicating the information to the learner. Learning does not mean the examining of the learner's knowledge, information, and skills, but it should aim at understanding and using information, knowledge and skills whenever the learner needs them. Learning assessment is the process that aims at knowing whether or not the goals are achieved. In the past, traditional education had been focusing on the learner's knowledge-gathering and memorization only, but now the goal has been different, as it has become the acquisition and use of knowledge and resources. The philosophy of e-learning or smart education is based on distance education, which focuses on the learner's self-learning and achievement. Thus, the process of learning becomes learning using the available media, which shows a clear role in achieving the skills required for learning. In this regard, the principles of traditional education differ from those of e-learning in stimulating motivation and programming education ([Al-Ahmari, 2015](#), [Singh & Jain, 2018](#)).

4.2. Secondly: The impact of training strategy

The impact of training strategy is demonstrated by achieving the overall objectives of smart training, which are as follows ([Amhammed & Haj, 2017](#), [Niamhom, Srisuantang, & Tanpichai, 2018](#)):

1. Enhancing the competence level of the trainees through the development of their new abilities, skills and knowledge, which they are trained on exhaustively. And maintaining good relations with the employees of the organization by building positive thinking towards work.
2. Saving efforts and money in supervision due to the construction of positive thinking and the employees' belief in the implementation of new work based on technological development, and therefore having fewer errors in work.
3. Encouraging and promoting employees and increasing productivity through competition among them. In order for the quality of the Waqf management to be measured, the training programs should be evaluated and benefited from as follows:
 - A. Promotion: Evaluation is one of the most important criteria on which the management depends in the appointment of those who hold positions within the organization through learning the employees' competencies, qualifications and abilities.
 - B. Defining Rewards, Grants and Bonuses: Evaluation helps to determine who is entitled to bonuses and rewards within the organization.
 - C. Identifying training needs: Identifying training needs is a useful method to prepare effective training programs. Examining the performance evaluation results identifies people who need training in order to increase their competencies and abilities ([Amhammed & Haj, 2017](#)).

- D. Attracting, appointing and transferring: Appointment is the final product of a number of important steps in the recruitment process which starts with attracting and moves to selection. The process of attracting is concerned with attracting qualified and competent individuals to fill vacant positions. The selection process involves the examination of applicants' applications to ensure that the requirements and conditions of the job apply to them ([Adwan, 2011](#)).
- E. Human resources planning: Planning as a whole is concerned with how human resources are used, controlled and channeled towards channels that achieve endowment objectives ([Hassan, 2011](#)).

4.3. Thirdly: The impact of the total quality strategy

The impact of the total quality strategy on the management of the endowment is realized through the implementation and application of this strategy in managing the endowments, and the adoption of its benefits in a way that ensures the maximum benefit. Total quality is a system or a framework aimed at improving the work and its performance continuously within the Waqf, providing a quality service to the beneficiaries and integrating between management and employees.

Total quality is one of the systems used by the Waqf management to meet the challenges of providing high-quality services at low costs. Total quality management is an integrated approach that relies on human resources for continuous improvement of work methods. It has advanced to become one of the latest methodological approaches for institutional development and restructuring, because of its system of continuous performance improvement at all management levels ([Altarash, 2018](#), [Zidira, 2016](#)).

4.4. Fourthly: The impact of governance strategy

Governance aims at ensuring fairness, transparency, impartiality and integrity in all projects, balancing the objectives of the Waqf and the most efficient use of endowment resources while ensuring accountability. Governance is based on two principles:

1. Preserving the interests of the Waqf.
2. Maximizing its value.

This, in turn, reflects its impact on all beneficiaries, including the Waqf management. This can be done through the governance mechanisms of the endowments, which must be activated by the waqf institutions in order to achieve the desired objectives of governance; namely, to preserve the funds of the Waqf in accordance with the principles of Shari'ah ([Tohami, 2012](#)).

5. Methods of the Waqf Development and the Application of Smart Management in the Waqf

5.1. Methods of the waqf development through the activation of smart management

5.1.1. Firstly: Methods of smart management activation in the institutional work

The interest in methods of activating smart management in the institutional work is important and has a direct impact on the performance of the management, enabling it to do its work in a reliable scientific way. There are several ways to activate smart management as follows:

1. Information systems: Information systems are the most important tools that the Waqf management relies on in its work because of its significant impact on controlling the performance according to advanced scientific methodology. The systems required by the Waqf management are ([Obeis, 2010](#)):
 - A. Financial information systems: It is among the most important information needed by senior management in the planning and decision-making, where it shows what is available and what is required financially for the performance of the Waqf work.
 - B. Marketing management information systems: Marketing does not necessarily mean the existence of a commodity, but there can be a service marketed for others whether the goal is profitable or charity as in the endowment.
 - C. Project management information systems: Management sometimes needs knowledge in accomplishing a specific task, such as executing a specific project according to the plan that has been set, and finishing it within the planned time framework. Therefore, the management needs various information systems due to the specificity of this type of work.
 - D. Senior management information systems: This type of system uses the quantitative analysis of information or the so-called operations research so that the management can make decisions in planning and implementation. In this type of systems, the analyst needs to use mathematical methods and statistical analysis of the obtained data.
 - E. Management information systems: Information systems mean that the Waqf is a set of systems that operate within the endowment in an integrated manner. Each system has its own inputs and outputs. The outputs of a given system may be the inputs of another system because system integration is the basis of successful management. Information processing is realized through data entry of the necessary information to the computer where it is processed by special programs. Then the results are retained to be used as outputs.
 - F. Decision support systems: Decision-making requires sufficient information in order to reach a decision. Decision support systems are the most important systems to address, as they represent the source of information, models and data-processing tools which managers need to make their structural or semi-structural decisions ([Obeis, 2010](#)).
2. Organizational change: Organizational change undergoes three basic stages ([Attuluri, 2018](#), [Suleiman, 2010](#)):

- A. Preparation stage: The initial stage is to get the attention of the workers towards the importance of change, and it is a significant impact on the progress of the organization. Changes can only be made after this stage. Among the methods of this stage is the prevention of the spread of any of the ideas that support the previous behavioral patterns. Another method is the creation of a comfortable environment for employees, generating a positive behavior towards change in the sense that it will not negatively affect them or force them to move from their departments where they used to work in, except in the case of undesirable behavior which may lead to transfer or training.
 - B. Change stage: At this stage, officials proceed with desirable organizational change on the behavior of the individual and the group, as well as the preferred new directions for the organization, whether systems, working methods or regulatory actions. This is a stage in which individuals learn that change includes patterns of management, technology and organizational processes.
 - C. Stabilization stage: This phase is concerned with following up on the change that has been applied to the processes, procedures and behaviors of individuals within the organization in order to preserve what the employees have been taught and trained on. Stabilization needs periodic follow-up and evaluation of the change process to make sure that it is going as planned.
3. Overcoming Organizational Change Resistance: Resistance to change is expected when senior management tries to make a change, creating a new situation. This resistance stems from fear of change in the previous situation, which may lead to losing some of the privileges that an employee has enjoyed, or changing the way he used to adopt in his work. It also stems from fear of failure if procedures of the implementation of operations change. Employees may also fear the inability to interact with the new system ([Suleiman, 2010, p. 5](#)).
 4. Organizational memory: It means the use of professional knowledge based on technology and expertise that support processes within the organization and maintain its confidentiality. Organizational memory is supposed to contain the organization's history, which should be ready when needed for decision-making ([Al-Baghdadi, 2007](#)).

5.1.2. Secondly: Methods of development of endowments through smart management

The entire development of the Waqf focuses on maximizing the value of the waqf in terms of preserving its nature, maintaining it against any damage, and maximizing its revenues by diversifying its sources of investment through investing in various portfolios managed by specialized institutions. The internal and external endowment environment can be improved through smart management, which is reflected in the endowment through its culture, which appears in three dimensions:

1. Emotional intelligence: It shows the person's ability to know and understand his feelings, which has a great impact on knowing the others.

2. Rational intelligence: Rationality is to progress in the light of the goals that a person set for himself, and this intelligence becomes clear through the processes of learning and the situations that one experiences through in life.
3. Spiritual intelligence: It means having an in-depth understanding of things in an exhaustive manner.

Smart leaders are characterized by qualities that distinguish them and help them influence others. These characteristics include critical and analytical thinking of the challenges facing the Waqf. Moreover, the decision-making of smart leaders is based on scientific methods. Another feature of smart leaders is strategic thinking that results in successful strategies ([Alkraawi, 2016](#), [Mansouri & Mhunpiew, 2016](#), [Rijal, 2016](#)).

5.2. Employing smart management in the Waqf to increase the outputs

5.2.1. Firstly: The mechanisms of employing smart management in the development of the Waqf projects

The development of projects in the endowments, which the Waqf invests in, requires the management to have a clear vision and a scientific-oriented investment towards a future carefully planned for the development of projects that the Waqf wants to benefit from. These mechanisms are as follows:

1. New projects: These require better study and higher use, then a feasibility study to learn the Waqf's position of the investment process that will have the greatest impact on the development of the Waqf through its projects.
2. Troubled projects: These projects need an investment mindset that works on developing and benefiting from them.
3. Successful projects: These projects can be developed to reach greater revenue by a specialized team.

5.2.2. Secondly: Methods of increasing the output of the Waqf through intensifying the role of smart management

It is the smart management of the Waqf that can win the technical challenge within its organization in order to carry out the process of change in its internal structure, despite the great challenges that face its progress. This is realized through the following:¹¹

1. Increase the skills level of staff in the endowment: This is achievable through training, education and development, which can keep pace with the latest developments. This, in turn, helps management to achieve results at the lowest cost and in less time and effort and helps employees to adapt. Without the employees who believe in change and direction of management, the goals set by the management will not be achieved.
2. Benefiting from management information system: It reduces wasted time in routines such as data entry and simple procedures. It also gives endowment managers the ability to study and analyze problems and then make decisions in a more professional manner.

¹¹ Information System, <https://mawdoo3.com>, 23 March 2019, 10:30pm.

3. Knowledge-construction: It expresses the behaviors and processes that take place within the organization and is dependent on the workers in terms of formulation, performance, knowledge utilization, preservation and distribution of operations in the organization.
4. Organizational development: It is the change which takes place at several levels. This change aims at renewing the activity and vitality of the organization through renewing the organizational mindset and the acceptance of change by the members of the organization despite any objection.

5. Data Analysis

Under this section, a couple of interviews have been conducted with people in charge of 'endowment in the Kingdom of Saudi Arabia'. There are 4 questions and 19 participants who have responded to these questions as follows:

5.1. Question 1

Why is smart endowment management essential to develop the endowment's role in society and how can we define tools for developing endowment functions in our time?

5.1.1. Answer of respondent 1

Due to the multiplicity of tasks assigned to the endowment departments, as well as the presence of the competitors, the endowment administration and its decision-makers must pay attention to the up-to-date methods of management to develop the endowment and achieve its goals. They also have to take basic steps for their business development and achieving the endowment's vision and goals. We can mention the three most essential steps to develop the endowment in this era:

- First: Endowment vision development

The vision development is a continuous assessment process of the course of action and its development according to the targeted labor market developments. This vision cannot be sustained for a long time without periodic assessment processes of its effectiveness in keeping with the labor market developments, as well as in terms of achieving its strategic objectives through results and performance indicators. The lack of interest in following up the process of doing business without vision assessment is only a wasteful use of endowment resources, which will not achieve its strategic objectives.

- Second: Team development

The team is the backbone of the endowment, and its development is very important, because weak team members, who do not develop their own skills, cannot achieve the evolving vision. Whatever the modern strategies in the business world, including the endowments, the modern endowment strategies must include team development process goals and allocate them adequate resources like financial resources goals, emphasizing the relation between team development and strategic vision. The attention paid to the team development contributes to increasing the job satisfaction ration, which therefore makes the staff members

more loyal to the endowment and serves as an incentive for improving their work performance to realize the endowment goals that have been set out.

- Third: Working methods and tools development

To achieve the endowment vision with a distinguished team, it must be accompanied by working methods and tools development. Smart applications, interactive websites, social media sites and other technologies and modern management techniques enable the endowment directors and staff to carry out their work, because of its characteristics such as speed, accuracy and the reduction of the resources needed to implement the activities.

5.1.2. Answer of respondent 2

The Smart management of the endowment organization serves as the organization's ownership of the methodological tools and methods to solve the significant and complex problems to achieve consistent results.

The tools that provide smart endowment management can be summarized in three major areas:

- A. Smart governance.
- B. Expert human behavior in the endowment sector.
- C. Identify the challenges and obstacles to be dealt with.

5.1.3. Answer of respondent 3

The modern variables at all legislative, social, economic and administrative levels make the need to enjoy the dynamics that keep pace with this change, including adopting the smart management that depends on the external resources through alliances and that uses technical management and identifies and monitors cleverly the performance indicators facilitating the management process and achieving effectively and efficiently the monitored results.

5.1.4. Answer of respondent 4

Smart endowment management improves labor productivity while reducing time, effort and cost over the long term. This is reflected in the community service, making it more effective and efficient to communicate and interact with the target groups in the society through electronic applications and solutions.

5.1.5. Answer of respondent 5

The smart management is a modern necessity for saving time, effort, human and financial resources, performance quality and follows up the achievements, etc. Furthermore, with the rapid development, many beneficiaries have become adapted for smart handling.

5.2. Question 2

In your opinion, is the charitable work outputs development, including the endowment, related to smart endowment management?

5.2.1. Answer of respondent 1

The charitable work output development at present is closely related to smart management. Old management technologies to be relied upon new management technologies can be overlooked, and today, they are among the most important endowment tools to achieve best results and goals at low cost, fastest time and high accuracy. The basic steps to develop the endowment works and outputs are mandatory for all endowment owners, contributing to increasing opportunities to achieve the strategic goals while neglecting them makes those opportunities almost impossible.

5.2.2. Answer of respondent 2

Yes, the greater the vital endowment outputs, the greater the consequences of the management ability to ensure that these outputs meet the quality requirements for the beneficiary. Therefore, smart management, as a concept, policy and procedure, is an urgent need for improvement.

5.2.3. Answer of respondent 3

The development of the charitable work outputs, especially the endowments, has a positive effect on the endowments, i.e. focus on the developmental aspects of the spending channels in establishing the endowment, drafting its document and increasing the channels of spending by granting authorities with disciplines to the managers for development and better outputs. This may not be available in the case of pure smart management, which is one of its advantages and interests we mentioned before.

5.2.4. Answer of respondent 4

It depends on the concept of smart management of whether it means the use of performance indicators and results-based management or means the use of modern technologies that cloud compute external resources. That is if new needs arise, needs for automating processes and resources, done by efficient employees, reduces operational expenses.

5.2.5. Answer of respondent 5

The quality of charitable work outputs depends on clear and correct inputs and processes. The smart management makes it easier to get the information required (inputs) quickly with quality through solutions and electronic applications that contribute significantly to information collection and analysis. Therefore, application smart management process with high output quality contributes to the right decision.

5.2.7. Answer of respondent 6

If smart management has an effect on the outputs, this will be clear and visible in all endowment work areas and others if the right methods are best chosen.

5.3. Question 3

What difficulties does the endowment system suffer from in applying its management strategies?

5.3.1. Answer of respondent 1

1. Emergence of rapid changes: Whoever follows the news and media landscape, he/ she will definitely notice that many changes have emerged on various economic, political, artistic, social, technological and other fields that hardly pass a day or barely several hours until conditions change unnecessarily.
2. Management efficiencies scarcity: The success of any management team depends on the well-qualified administrative and professional staff, which has been steering the work in various fields. In the endowment, this factor is particularly evident, because the endowment requires much legitimate, administrative and legal skills and knowledge.
3. Competition rise: One of the threats and challenges facing the endowment administrations is the competition process that the endowment receives from competitors in the same endowment activity, especially if the endowment activity is commercial.
4. Strategic challenges: One of the most prominent aspects that may face the management of any organization is the poor plans and strategies that qualify it for progress, development and facing all new. Therefore, the endowment administration must develop a good strategic plan that takes into account the criteria and mission of the endowment and its policies, sets, follow-ups, monitors its goals and supports the good of it, and addresses the negative.

5.4. Question 4

What is the legal perspective of possessing modern endowment management skills by endowment management staff?

5.4.1. Answer of respondent 1

- Wrong vision
- Plan environment.
- Wrong time
- Wrong team

5.4.2. Answer of respondent 2

One of the most important competencies is the familiarity with the minimum jurisprudence of the endowment and its own purposes, which only requires public briefing and reviewing judgments, cases and circulars, which can be followed-up by non-specialists.

5.4.3. Answer of respondent 3

- The absence of a clear time-bound operational plan makes it difficult to apply strategies, even if the endowment administration believes in the strategies having been adopted.
- The lack of adequate financial support to apply these strategies
- The lack of qualified executive management to apply these strategies
- Government regulations.

5.4.4. Answer of respondent 4

- Sometimes the lack of regulations completeness or clarity.

- Lack of financial resources.
- Partners do not interact.

5.5. Question 5

How can community development strategies be determined through endowment programs and their various activities?

5.5.1. Answer of respondent 1

- Determine the right target.
- The target fit the organization's vision.
- The possibility of applying the strategy in society
- The endowment ownership of the development tools and their administrative efficiency
- Development and keeping pace with the reality of the sector
- Transferring the experiment to the endowment sector by learning about other's experience

5.5.3. Answer of respondent 2

The most important thing here is to provide development research studies and specialized workshops.

6. Discussion and Results

It is noticed that the Awqaf is currently supporting the third sector, which has become highly developed. And this role is entrusted with smart management to do what is necessary towards endowments and advancement. This is because of the setback in some stages in some Islamic countries as a result of some political circumstances, such as colonization, which has learned the value of the Waqf and its role in supporting independence through the Waqf revenues from banks to equip armies if needed. Therefore, colonization closed the Awqaf or at least marginalized it by being under the control of the High Commissioner of those countries. Moreover, the corruption of the administrative system in some countries and the corruption of the creditors in some cases weakened the role of the Awqaf. It is important today to pay attention to the management of organizations of all kinds, especially the Awqaf, which in the past few years has taken remarkable steps in all areas of development of endowments. At the moment, the most important of these endowments is the presence of smart management that moves towards globalization through the use of the latest technologies available today.

The study concludes first that there is a significant correlation between smart management and the development of the work of Waqf management. Second, it concludes that there are many strategies of development and advancement that the Waqf can adopt. Third, it concludes that human development programs prepared by senior management should be agreed upon by the employees. Fourth, it suggests that it is necessary to create a new generation of managers who believe in smart management and its ability to increase the investments of the Waqf management. Finally, it concludes that it is also necessary to benefit

from the expertise of the institutions concerned with smart management in accordance with the needs of the Waqf.

7. Recommendations

1. The selection of managers shall be based on their expertise and flexibility in accepting others' ideas.
2. A strict system of accepting employees of the Waqf should be used to prioritize the selection of creative young people.
3. Selecting quality and governance systems should be one of the tools to improve the performance of the Waqf and to ensure transparency and neutrality.
4. Building organizational and financial structures and models based on a scientific and technical basis to serve the management and employees of the Waqf, saving efforts, time and money.
5. Building an organizational communication network that facilitates communication between employees of the Waqf.

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