

Traditional Authority vs. Legacy Leadership: A Comparative Literature Review from the Arab World

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ABSTRACT

The Arab world has developed a distinct leadership system, shaped by its culture, religion, and traditions. This paper examines the dynamic between the traditional authority and the legacy leadership in the Arab world. These two approaches of leadership are analyzed to determine how the tribal, religious and kinship models of the Arab world have influenced the way leadership and governance were carried out in the past. The research will conduct a thematic comparison and contrast of different types of leadership to identify the necessary comparisons and contrasts through a systematic literature review. Results indicate that they share similarities in aspects such as succession and continuity, which are emphasized by both, as well as differences in their focus on innovation and preservation, and on formal and informal legitimacy. The study also aims to add to the knowledge of leadership practices in non-Western cultures.

Key Words: Traditional Authority, Legacy Leadership, Arab World, Leadership Models, Literature Review

INTRODUCTION

Background Context

Traditional Authority

The typology of authority, developed by Max Weber, provides insight into various forms of leadership based on legitimacy. The conservative power lies in old traditions, customs, religious or cultural beliefs that the traditional power has preserved, and in most cases, it is transmitted through family lines or tribal lines (Yilmaz and Telsac, 2021). Before the advent of modern governance, the Arab world was built around traditional forms of power, whereby power was transferred through relatives or tribal leadership, which, on most occasions, was outweighed by religious teachings or customs. It is a culture-historical form of leadership, under which a leader holds legitimacy within the tribe or family tradition, as well as spiritual or religious power in the community (Nikolakakis, 2024).

Legacy Leadership

Legacy leadership, on the other hand, is a type of leadership that cuts across generations. It is concerned with the continuity and succession of leadership practices and values. Compared to traditional power, legacy leadership has been institutionalized in contemporary settings, raising concerns about organizational memory and its long-term impact (Nikolakakis, 2024). Legacy leaders tend to ensure that their values, vision, and leadership styles are not lost after their tenure, and these are always considered as part of succession planning.

This type of leadership is typical in Arab society dynamics, where control is often passed down to the next generation, typically within a family.

Arab Context

The culture of dynasties, bizarre styles of tribal leadership, and family-owned businesses are the segmentation factors in the Arab world that characterize the leadership styles within the region. It can also utilize traditional power, especially in monarchies or tribal areas, where leadership is rooted in history and tradition (Rahmawati and Ikramatoun, 2025). Instead, heritage leadership is positioned at the pinnacle of the new political regimes and the political dynasties, not to mention that family businesses have their own power source and exploit the latest generation. The models will be compared to examine the effects of cultural and family influences on leadership practices in the Arab world.

Problem Statement and Research Questions

This paper aims to identify some of the significant differences and similarities between traditional authority and legacy leadership in the Arab world. It examines several case studies to assess their impact on organizational outcomes. Furthermore, it aims to investigate how specific differences and overlaps influence governance arrangements. Several research questions need to be addressed.

Significance/Relevance of the Research

Practical Importance

The implications of this study for the governance and political stability of the Arab world are far-reaching, as the traditional and heritage framework of leadership plays a central role in defining continuity of leadership and social order (Rahmawati and Ikramatoun, 2025). Such a type of socio-economic development of leadership is the primary concern of the choices made by the region's policymakers and business leaders, whether they should encourage the development of family-owned enterprises or the establishment of large organizations of control.

Theoretical Contributions

Theoretically, this study applies to political science, organizational studies, and cultural studies in general, as it provides a deeper understanding of leadership structures in the Arab world. It is highly successful in the Western conceptualization of leadership, bringing a unique perspective to establishing authority and legitimacy in non-Western societies (Rust, 2021).

Leadership Theory

By integrating the experience of both conventional authority and the expertise of traditional leadership, this paper aims to enhance the understanding of how leadership is formed in various socio-cultural contexts and will be associated with the creation of hybrid models of leadership that integrate tradition and innovation.

LITERATURE REVIEW

Theoretical Framework

Weber's Theory of Authority

The theory of authority, formulated by Max Weber, classifies leadership into three types, which include traditional authority, charismatic authority, and rational-legal authority. Conventional power is rooted in the authority of ancestors, traditional tribal practices, and religious beliefs. Charismatic power refers to the individuality of a leader, distinct from rational-legal power, which is based on institutionalized laws and bureaucratic structures (Nikolakakis, 2024). It is possible to apply Weber's framework, particularly the concept of traditional authority, in the Arab world, given the significant influence of tribal and religious entities that continue to dominate the system of governance. The most traditional type of power in Arab societies is a

monarchical and tribal system of government, where the right to power is hereditary and legitimized by tribal origins and Islamic faith. However, there is a possibility that Weber's model may not be applicable in the Arab world in its absolute form. Specifically, the notion that tribal and religious power is more likely to be dominant over rational-legal power, which contradicts the reality that rational-legal power is supposed to ultimately prevail over traditional power in modern societies, as postulated by Weber (Rust, 2021). In the Arab monarchies, rulers are not only seen as political leaders but also as religious leaders whose role has been divinely ordained, particularly in Saudi Arabia.

Additionally, the Weber model overlooks the hybridity of leadership in most Arab nations, where traditional leadership and the new regime of governance coexist. In the case of Qatar and the UAE, the regime is one of customary authority based on tribal tradition, complemented by modern state structures (Yilmaz and Telsac, 2021). Through this, the leadership legitimacy dynamics in such cases are not fully captured in Weber's structure, which nonetheless demonstrates that religious legitimacy and tribal cultures are necessary sources of authority in addition to the legal systems available to the state.

Legacy Leadership Theory

Legacy leadership is founded on the continuity of leadership across generations, emphasizing the preservation of corporate memory and vision. Unlike traditional power, which is based on leadership by heredity and historical validity, legacy leadership builds upon the aspects of continuity and institutionalization of leadership routines (Kökerer, 2024). This model is prevalent in the Arab world, characterized by family enterprises, political clans, and monarchies, where power is passed both through bloodlines and institutional permanence, ensuring its continuity over time.

Moreover, legacy leadership is also significant in the Arab world, as exemplified by the prevalence of political dynasties and family businesses that dominate both politics and business in the region. However, legacy leadership does not necessarily go hand in hand with conventional authority. For example, modernization may pose a considerable challenge to the value of traditional leadership in family-owned businesses, such as the Al Futtain Group in the UAE, as succession planning and institutional memory are crucial in maintaining economic stability. However, these practices often lead to modernization (Rust, 2021). Although family-owned businesses are geared towards continuity, they must break through the barrier of innovation amid global market pressures. Hence, traditional leadership is bound to be contradictory to, or rather, of a conventional authority because it introduces new leadership that emphasizes economic growth, institutionalization, and modernity, in the sense that it is not always linear with the old attitudes towards governance of people. To critically assess the role of legacy leadership in the Arab world, it is essential to consider the contradictions between the power of family and the forces of modernity (Yilmaz and Telsac, 2021). A notable example is the political families, such as the Al Saud of Saudi Arabia and the Al Thani of Qatar, which have faced the challenges of institutional stability and economic modernization in the face of the global onslaught of globalization and Westernization (Rahmawati and Ikramatoun, 2025).

A critical reflection on the role of legacy leadership in the Arab context suggests that, although this model emphasizes continuity, it still needs to adapt to the demands of contemporary governance. One of the primary matters of heritage leaders in the area concerns the conflict between tradition (that demands continuity) and innovation (that demands adaptation). The clash of cultural values and globalization makes the succession process difficult, and the legacy leadership is not as uncomplicated as it is theorized in the Western models.

Contextual Drivers

The Arab world has a rich history, diverse religions, and complex colonial influences that significantly impact its leadership. The most common form of power in most parts of the Arab world has been tribal control. In the past, tribal leaders were strong individuals who relied on their lineage and cultural affiliations within the community to exercise their power. The system of governance is still influenced by this kind of leadership in countries such as Yemen, Oman, and even in parts of Jordan today. Even in contemporary states, tribal networks may contribute to political and economic decision-making (Rahmawati and Ikramatoun, 2025). Leaders in the Arab world are also legitimate under Islamic rule, as tribal legitimacy and religious legitimacy are often

considered equivalent. Power is applied and understood in accordance with Islamic principles of justice, consultation (shura), and accountability. The king also serves as the protector of Islamic values and, therefore, his authority in countries such as Saudi Arabia, where the monarch is closely involved with religious legitimacy, is significant.

Colonialism also had a considerable influence on the leadership of most Arab countries. The imports of the Western form of government, and its concern with law and administration, often clashed with the old structures of power. Most of them did not fit into the tribal and Islamic systems of power that had existed for centuries. Yet, state-centred types of rules were introduced by the French and British occupations in countries such as Algeria, Egypt, and Iraq (Jakobs, 2022). This confusion between the old and new styles of leadership persists in post-colonial Arab countries, and tribal legitimacy often overlaps with bureaucratic legalism.

A critical reflection on these contextual drivers suggests that leadership in the Arab world is not merely a hereditary opportunity or an institution of memory. Still, it is also a compromise between tradition and modernity. On the one hand, leaders must navigate the middle ground between tribal loyalty and Islamic legitimacy, as well as the demands of global governance, to ensure political stability and economic prosperity.

Regional Perspectives on Authority and Legitimacy

In the Arab world, the Islamic leadership has played a central role in legitimacy because religion is not only a moral and spiritual force, but also a political one. Islamic values lend legitimacy to leadership and serve as a basis for governance. The Kingdom of Saudi Arabia was an example whose legitimacy stemmed from the fact that it was the Custodian of the Two Holy Mosques, and the monarch was not only a leader of a state but also a religious leader, wielding God-like powers (Jakobs, 2022). Tribalism has remained a dominant factor in leadership, especially in the Gulf monarchies and family politics. In such cases, leadership is passed down through generations, and the leader is typically expected to embody the values of their tribe. Family businesses are also characterized by the passing of leadership within a family line and legitimacy due to the family's long history in society. However, in modern Arab states, the roles of the traditional authority differ. The conventional authority has been reshaped by monarchs in Jordan, Morocco, the UAE, and others to fit the new political framework (Yilmaz and Telsac, 2021). Monarchs have not only become traditional but have also evolved into reformist leaders, combining traditional legitimacy with modern governance policies, such as promoting economic growth and ensuring political stability.

Key Authors for Traditional Authority

Max Weber

One of the most significant contributions by Max Weber in the field of leadership is his definition of traditional authority. The idea of Weber on power, based on traditions and the past, is quite attractive to the Arabs, especially in tribal societies where leadership is a position passed by birth (Jakobs, 2022). His categorization of power helps elevate the issues of attention for the tribal leadership, the right to ancient cultural practices, and faith.

Bassam Tibi

Bassam Tibi's work examines the intersection of tribal traditions and Islam, offering insight into the role these forces play in shaping power dynamics within Arab cultures. According to Bassam Tibi (2024), leaders in Arab societies are expected to care for their subjects, which reflects the paternalistic aspect of leadership. In most cases, he is a moral watchman and political leader. His articles have greatly aided in understanding the intersection between Islamic authority and the tribal culture that underpins traditional forms of power in the region.

Cunningham & Sarayrah

Cunningham and Sarayrah's study of paternalistic leadership in the Gulf countries examines the hierarchical nature of the Gulf leadership structure, whereby not only the tribal but also the religious aspects are practiced (Zaghmout, 2024). Their publication provides specific, practical details regarding the maintenance of traditional

power in the Gulf through the principle of paternalism, where leaders are expected to take care of and protect their people. Loyalty to the leader is closely tied to personal and family relations.

Key Authors for Legacy Leadership

James MacGregor Burns

James MacGregor Burns is among the earliest theorists of the transformational leadership concept, which forms the basis of the legacy leadership concept. The old leadership model suggests that Burns was interested in vision, moral purpose, and inspiring change, as leaders strive to create long-term stability and influence that endures even after they are no longer present (Eaton, Bridgman, and Cummings, 2024). The interests of legacy leadership in relation to the Arab world are centred on the engagement of both the leadership body and the values and vision of the founding leader, ensuring continuity in power and vision.

Bernard Bass

Bernard Bass extended the transformational theory of leadership, as suggested by Burns, adding additional dimensions to the concept of legacy leadership. His idealized influence theory, where leaders act as role models to followers, and legacy-building behaviour, whereby leadership goals and values continue through the legacy, can also be directly applied to family businesses and political dynasties within the Arab world (Ladkin and Patrick, 2022). The addition of value made by Bass to the relevance of succession planning and continuity plays a key role in deciphering how legacy leadership is compounded in the Arab context.

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The authors have adopted the concept of legacy leadership and applied it to the Arab context, particularly in organizations comprising the public sector and family businesses. They assert that conventional leadership is essential in regions like the Arab world, where family involvement is critical in firms, and, in the case of political families, they are likely to continue accumulating power (Aieman Ahmad Al-Omari, 2025).

Authors Bridging Theory to the Arab Context.

Sheikh Zayed bin Sultan Al Nahya

The founding father of the UAE, Sheikh Zayed bin Sultan Al Nahyan, is a prime example of a hybrid leader who combined traditional authority with the principles of modern leadership. He could achieve his power only through his tribal leadership, but the transformational leadership model, which promoted the idea of modernization and nation-building, left him a lasting legacy (Litsas, 2023). His leadership has been a perfect example of legacy leadership that takes into account the role of tradition and innovation to provide an example that presents potential applicability to Arab models of leadership.

Schwartz & Gibb

The question of interest in hybrid leadership that Schwartz and Gibb investigate in the Gulf region is the possibility of merging traditional and transformational leadership. Their contribution focuses on how the legacy leadership is flexible in the Arab world, where tradition and modernity coexist in governance and business (Zaghmout, 2024).

Khalil Randeree

The work by Khalil Randeree on the views of Islamic leadership and the Quranic origins of power highlights the interplay between religious and tribal leadership in Arab governments (Khaleel and Avdukic, 2024). His discussion of leadership formation through Islamic values and cultural background is crucial for discerning the legacy of leadership in the Arab world, where leadership is commonly grounded in Islamic legitimacy and is transmitted across generations, preserving its cultural and spiritual meanings.

Critical Debate and Research Gaps

Traditional authority and legacy leadership literature habitually discuss them separately without considering their interconnection or overlap in the Arab world. It is necessary to conduct comparative research on how the concepts of tribal legitimacy and family succession are present and how they can influence governance and business performance in different Arab countries (Ahmed and Al Amiri, 2022). Another significant gap in the Arab leadership literature is excessive reliance on Western forms of leadership, such as transformational and transactional leadership, that fail to reflect Arab culture and politics. The subsequent analysis should be guided by the Arab-oriented model of leadership, which encompasses tribal, religious, and institutional values, offering a more pertinent view of leadership in the region (Aieman Ahmad Al-Omari, 2025). Moreover, recent research on Arab leadership is methodologically weak, lacking longitudinal studies and research outside the area. The research will tend to focus on specific nations or family businesses, which limits the scope of generalization. To overcome these limitations, the study must employ comparative and longitudinal research designs in the future to provide a more comprehensive image of Arab leadership.

METHODOLOGY

Introduction & Research Design

A literature review methodology has been selected for this study because in the view of the researcher, in order to fully understand the current leadership models in the Gulf region requires establishing first theoretical clarity on how traditional authority and legacy leadership have been conceptualized and practiced within the Arab world. Therefore, this research will systematically identify, evaluate, and synthesize existing academic knowledge rather than producing new empirical data; being particularly suitable as the objective is to compare theoretical perspectives, analyze conceptual frameworks, and trace the evolution of leadership constructs across cultural and institutional contexts.

Scope

The study employs a systematic and structured literature review to examine traditional authority and legacy leadership in the Arab World. The purpose is to investigate the theoretical basis of both leadership types and their practical implications and discuss their relevance in the region's governance, organizations, and cultures. Drawing on the findings of various academic studies, this paper aims to examine the tribal, religious, and familial leadership structures in the Arab world. By comparing non-Western contexts, particularly those in the Arab world, to the West, we highlight both essential similarities and notable differences.

Sources

The study draws on various peer-reviewed articles, books, case studies, and regional policy reports that examine leadership models within the Arab context. The selected sources are academic and practical. They help apply leadership theories.

Inclusion/Exclusion Criteria & Literature Review Strategy

The paper focuses on literature published from 2020 to the present. The Arab world encompasses countries in the Gulf, North Africa, and the Levant. The research focuses on studies of succession, continuity, legitimacy, and authority in Arab governance and organization. Perspectives on Western leadership models or non-Arab contexts are excluded from the study as they do not bear relevance to the research questions of how Arab leadership functionalism and practices are applied.

The systematic study process is a structured approach that thoroughly covers the relevant literature. The literature search utilized key academic databases, including Google Scholar, JSTOR, Scopus, and the Arab World Research Source. Search phrases such as "traditional authority Arab world", "legacy leadership Middle East", "tribal leadership Arab world", and "family business leadership Arab world" are used to filter relevant studies.

The article discusses various research, theoretical, case studies, and empirical studies that have shed light on Arab world leadership models.

Analysis Framework

The literature review will be comparative, identifying the characteristics, strengths, and weaknesses of traditional authority and legacy leadership for comparison. The thematic analysis will examine rules, succession, continuity, and cultural embeddedness in leaders, which are expected to be consistent across studies. Thematic analysis will be used to identify key concepts, such as succession, continuity, legitimacy, and institutional memory, and their application in the Arab context. Additionally, a comparative analysis of the similarities and differences between traditional authority and legacy leadership will be made, and the models will be critically synthesized with an original conceptual model of hybrid being offered.

Validity, Limitations & Ethical Considerations

The process of selecting and analyzing the sources is systematic, transparent, and rigorous to ensure the accuracy and comprehensiveness of the review. Peer-reviewed journals and academic books will help to sieve out credible sources or papers. A model is used to identify the commonalities and disparities between traditional authority and legacy leadership, as well as the dissimilarities between the two. There must be restrictions even in situations when action has already been performed. Some of these keywords are mistranslated.

The ethical issues in this study are critical, considering the cultural and political sensitivity. The review ensures that all Arab leadership traditions are represented accurately, allowing for a proper understanding of their experiences. Different Arab countries and regions have varying forms of leadership. In the rural areas, you will find tribal leadership (I. Zvyagelskaya, 2024). The monarchy sees dynastic leadership take place. At the same time, family businesses see legacy leadership. When providing case studies and examples, the analysis stays objective, carefully highlighting the historical and cultural context of the leadership structures involved.

FINDINGS & DISCUSSION

Emerging Patterns

Traditional Authority: Legitimacy through Religion, Heritage, and Customs

According to Weber's typology, traditional authority relies on legitimacy through customs, rituals, and religion. It is observed in many Arab countries, particularly in monarchies or systems of tribal leadership, where power is inherited through one's bloodline. Leaders are regarded as the rightful holders of power due to their blood, ancestry, and religious credentials (Jakobs, 2022). The right to rule of the traditional authority is vested in tribal custom, which provides the hierarchy of authority and decision-making in a community. For example, in countries like Saudi Arabia and Jordan, the rule is not only passed down to the family but also through the conformity of representatives to religious legitimacy (I. Zvyagelskaya, 2024). The King is appointed the Custodian of the Two Holy Mosques in Saudi Arabia, thereby granting him both religious and political authority. The reason is that this dual foundation of religious power and heritage ensures that traditional power is well entrenched in the Arab governmental system (Litsas, 2023).

Legacy Leadership: Legitimacy through Succession, Continuity, and Stability

Legacy leadership, on the other hand, emphasizes the organization's succession, continuity, and stability (I. Zvyagelskaya, 2024). Unlike traditional authority, in which traditions and religion determine its legitimacy, legacy leadership is interested in the possibility of changing leadership between generations and ensuring that the values, vision, and mission of the organization or state do not become obsolete over time (Rahmawati and Ikramatoun, 2025). The family businesses and political dynasties in the Arab world also tend to follow this type, as changing power is highly regulated to maintain a stable situation. To explain this, Sheikh Zayed bin Sultan Al Nahyan was a legacy leader in the UAE. He not only sustained the ancient legacy of a traditional leader as a tribal leader but also modernized the country. Among them, Sheikh Khalifa bin Zayed Al Nahyan, his successor,

has followed in his footsteps, thereby maintaining political continuity, economic development, and modernization (Litsas, 2023).

Points of Convergence: Succession, Continuity, and Cultural Embeddedness

Despite these differences, traditional authority and legacy leadership share many commonalities. The two models focus on succession and continuity of institutions. In both cases, the transfer of leadership is typically a tribal or family issue, whereby the new leadership not only maintains the cultural norms but also offers some stability to the community (Zaghmout, 2024). An example is the Al Futtaim Group in the United Arab Emirates, which upholds the legacy of the family while adapting to the world market with new practices and values rooted in ancient family ethics (Rust, 2021). Similarly, the Al Saud family must balance the requirements of modern governance and the insistence on leadership in monarchies such as Saudi Arabia (I. Zvyagelskaya, 2024).

Divergences: Innovation vs. Preservation, Formal vs. Informal Legitimacy

The primary difference between the two models lies in their approach to innovation. The conservative force, which is concentrated on heritage and traditions, tends to oppose the forces of modernization, as seen in most tribal systems, where individuals inherit leadership positions based on lineage rather than merit or innovation (Kökerer, 2024). Conversely, legacy leadership will involve adjusting to the new times. Modernization of governance in businesses by the heads of family businesses or political families is necessary to stay ahead of the competition, and it can be a struggle between tradition and innovation. This tension lies between continuity and innovation, as Arab family business leaders struggle to maintain traditional values while adapting to the demands of global markets and modernization (Khaleel and Avdukic, 2024).

Case Examples

The classical model of authority, which is prevalent in Arab monarchies such as Saudi Arabia, Jordan, and Morocco, can be viewed as an inherited leadership based on religious and tribal legitimacy. Conversely, legacy leadership can be more pronounced in businesses owned by families, such as the Al Futtaim Group in the UAE, where the succession of leadership is carefully planned and maintained across generations. These case studies illustrate the complex relationships between traditional power and leadership in the Arab world, as well as the coexistence and sometimes antagonistic nature of these two models within the political and business environments.

RECOMMENDATIONS & OUTCOMES

Future empirical research on traditional authority and legacy leadership in the Arab world should be expanded to other countries and sectors throughout the region. A comparative study on the variations in leadership models of the Gulf States, North Africa, and the Levant could offer valuable insights into regional differences. Family-based enterprises, as well as political and tribal leaders, could also be researched further to gain a closer understanding of the leadership model in its implementation. A longitudinal cross-country study would identify how these forms of leadership have evolved and how they respond to current governance challenges. At the same time, Arabian policymakers and business leaders should strike a balance between traditional power and emerging leadership practices. Leaders should introduce more continuity in developing economies and promote political stability by placing increased emphasis on succession planning, incorporating the innovation and continuity offered by traditional leadership. Moreover, hybrid leadership models that combine traditional authority and legacy leadership qualities can help Arab countries.

CONCLUSION

The paper has identified the key differences and similarities between the legacy leadership and traditional authority in the Arab world. These two models also emphasize succession and continuity, but vary in their attitude towards innovation and formalization of legitimacy. The traditional authority is deeply rooted in tribal and religious traditions, and the legacy leadership aims to preserve the organization's long-term stability, even across generations. However, the two categorization types of leadership can still be applied within Arab cultures, where cultural values and family structures continue to define the leadership and management apparatus.

Exploring the overlap and difference between traditional authority and legacy leadership would bring the paper almost to the theoretical side of leadership models in the Arab world.

The findings indicate that traditional authority and legacy leadership remain enduring pillars of Arab organizational and political life, each offering distinct yet complementary approaches to leadership continuity. Traditional authority sustains legitimacy through lineage and faith, ensuring stability derived from inherited customs, while legacy leadership builds upon these cultural foundations to project continuity into the future through institutional vision and strategic succession. This dynamic has given rise to hybrid models of leadership that merge the symbolic weight of tradition with the adaptive capabilities of modern governance. Figures such as Sheikh Zayed bin Sultan Al Nahyan exemplify this synthesis, revealing that successful leadership in the Arab context requires balancing reverence for heritage with the capacity for renewal. Such equilibrium is likely to shape the sustainability and legitimacy of leadership across the region in the decades ahead.

Future Research

Future research might attempt to improve Weber's taxonomy of authority by potentially incorporating a fourth kind (hybrid legitimacy) that represents the Arab setting, where religious, tribal, and institutional sources of power frequently coexist.

Unlike Western models, which divide various kinds, Arab leadership usually mixes them in practice. Researchers should also try to develop an Arab-centric leadership framework that integrates Islamic values, tribal norms, and modern governance. This would provide a more complete and accurate knowledge of how authority and continuity work in Arab countries today.

Other direction could be exploring gender and generational dimensions, such as the emergence of new generations and more women in leadership roles within what we could consider traditionally patriarchal systems. This should also include a careful examination of potential succession conflicts or value shifts as generational change introduces new ideas and priorities, modifying leadership styles.

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