



Ibn Khaldun's Thought on Leadership and Economic Governance: Relevance to Sustainable Development

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Abstract

Background: Ibn Khaldun, a prominent 14th-century Muslim scholar, developed key ideas on leadership, governance, and economic development. His work, *Muqaddimah*, offers insights that remain relevant to contemporary sustainable development challenges.

Methods: This study employs qualitative literature review and content analysis to examine Ibn Khaldun's intellectual contributions within Islamic civilization's context and their impact on modern governance and economic frameworks.

Results: Ibn Khaldun's concepts of social cohesion (*asabiyyah*), taxation, labor, and leadership cycles highlight the importance of ethical governance and social justice. These align closely with Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice, and Strong Institutions).

Discussion: His integrative approach combining ethics, governance, and empirical observation provides valuable insights for current development economics and leadership models, addressing modern global governance and sustainability issues.

Conclusion: Reassessing Ibn Khaldun's thought enriches contemporary debates on governance and economic resilience, bridging Islamic intellectual heritage and modern sustainable development paradigms.

Novelty: This study positions Ibn Khaldun as a relevant thinker whose ideas offer foundational perspectives for addressing today's interdisciplinary challenges in knowledge, governance, and economic sustainability.

Keywords: Ibn Khaldun, Islamic governance, intellectual leadership, economic development, SDGs, *Muqaddimah*

INTRODUCTION

Islamic civilization, particularly during its Golden Age (8th–14th centuries CE), played a pivotal role in shaping early knowledge systems, socio-political institutions, and scientific thought. While Europe experienced intellectual stagnation, Islamic scholars not only preserved



classical knowledge but also innovated across multiple disciplines. Thinkers such as Al-Khwarizmi, Ibn Sina, and Al-Ghazzali established intellectual traditions that profoundly influenced mathematics, astronomy, medicine, and theology (Aditya & Muthoifin, 2025). Central among these figures was Ibn Khaldun (1332–1406), whose interdisciplinary masterpiece *Al-Muqaddimah* laid the groundwork for sociology, political economy, and historiography.

Ibn Khaldun's analytical framework centers on *'asabiyyah* (social cohesion), which he considered essential for the rise and stability of civilizations. His understanding that dynasties naturally cycle through phases of rise and decline, and that moral decay and weakened social solidarity precipitate societal collapse, remains highly relevant (Chapra, 2008). Additionally, his economic insights—such as early formulations of labor value, division of labor, taxation dynamics, and institutional efficiency—predate and parallel concepts in modern economic theory (Chapra, 2008; turn0search4). These multidisciplinary perspectives offer powerful lenses to re-evaluate modern governance and economic systems. In the context of today's global challenges such as institutional distrust, economic inequality, and ecological emergencies, development models rooted in Western secular frameworks often fall short. The United Nations' Sustainable Development Goals (SDGs) encourage holistic approaches but frequently rely on technocratic and fragmented policy paradigms. Across many discourses, the integration of moral, communal, and spiritual values remains marginal (Ahmed, 2025). Against this background, Ibn Khaldun's thought provides a complementary epistemological foundation rooted in moral responsibility and systemic equilibrium.

Several scholars have connected Ibn Khaldun's intellectual legacy to sustainable development goals. Muchlisin and Mugiyati (2025) demonstrate that Ibn Khaldun's notions of just governance, equitable labor relations, and social stability align closely with SDGs such as decent work (SDG 8), economic inclusion, and strong institutions (SDG 16). Further, his critique of excessive taxation and institutional inefficiency retains practical relevance for contemporary fiscal policy and economic governance (Anwar et al., 2022). Together, these studies highlight the enduring relevance of Ibn Khaldun's integrative worldview for addressing development challenges. Despite his contributions, Ibn Khaldun remains underrepresented in contemporary scholarly debates on governance and development. His work is frequently confined to historical or Islamic studies contexts rather than treated as a dynamic intellectual tradition with practical relevance (Boda, 2022). This marginalization reflects a broader epistemic imbalance: non-Western traditions often receive insufficient attention within mainstream development paradigms. The decolonization of knowledge demands that we revisit and elevate thinkers like Ibn Khaldun—not merely as historical curiosities but as epistemic resources for contemporary policymaking and institutional design.

The objectives of this article are to critically examine Ibn Khaldun's core concepts—*'asabiyyah*, leadership legitimacy, economic equity, and institutional resilience—and to reinterpret them through the lens of the SDGs. Drawing on a qualitative literature review, this study situates his ideas within both Islamic intellectual heritage and modern discourses on development ethics. The analysis highlights the coherence between Ibn Khaldun's emphasis on moral governance and the global imperative for inclusive, accountable institutions.



Moreover, this research contributes to the academic project of epistemic decolonization by foregrounding Islamic intellectual traditions in discussions usually dominated by Western thinkers. By bridging classic Islamic thought with contemporary sustainability frameworks, it promotes epistemic pluralism and enriches global knowledge production. In sum, positioning Ibn Khaldun not only as a foundational historical figure but also as a living intellectual tradition enables us to draw meaningful lessons for modern governance, leadership, and economic development. His model invites policymakers and scholars alike to embrace a holistic vision—one that integrates social cohesion, ethical governance, and knowledge-based progress in service of sustainable and just societies.

LITERATURE REVIEW

Ibn Khaldun's intellectual legacy continues to inspire diverse fields of study, ranging from governance and economics to education and social justice (Fajar, 2019). His foundational concepts on the nature of the state, society, and knowledge provide fertile ground for contemporary interpretations that address modern challenges. This literature review explores several recent studies that analyze Ibn Khaldun's thought in various contexts, emphasizing governance, sustainable development, agricultural economics, education, urban justice, and epistemology. By comparing these works, this review identifies gaps and highlights the unique contribution of the present study, which integrates Ibn Khaldun's theories to inform current discourse on global knowledge, governance, and economic development.

Neneng Sulastris work focuses on Ibn Khaldun's concept of state and government, highlighting the cyclical nature of political power and social cohesion (Sulastris, 2019). Sulastris explains Ibn Khaldun's theory of 'Asabiyyah (social solidarity) as the driving force behind the rise and fall of states. According to Ibn Khaldun, the strength of 'Asabiyyah determines a dynasty's ability to establish governance structures and maintain political stability. Sulastris underscores Ibn Khaldun's pragmatic approach to governance, which balances authority with the welfare of the governed, emphasizing justice and public interest. This foundational study situates Ibn Khaldun's thought within political philosophy and underscores its relevance in understanding political dynamics today.

Building on governance, (Muchlisin & Mugiyati, 2025) explore the relevance of Ibn Khaldun's thought to sustainable economic development, particularly within the framework of the United Nations' Sustainable Development Goals (SDGs). Their research argues that Ibn Khaldun's integrated approach to society, economics, and governance offers valuable insights into achieving balanced growth that harmonizes environmental, social, and economic objectives. They draw parallels between Ibn Khaldun's emphasis on resource management, social welfare, and cyclical economic patterns and the multidimensional nature of the SDGs. This study broadens Ibn Khaldun's relevance beyond historical political theory into contemporary development economics and sustainability discourse. In a more focused economic context, (Anwar et al., 2022) investigates the relevance of Ibn Khaldun's agricultural economic thoughts amid the Covid-19 pandemic. Anwar analyzes Ibn Khaldun's recognition of agriculture as the economic foundation of society and its role in stabilizing the state's economy. The paper argues that Ibn Khaldun's insights on labor, production, and resource distribution



are pertinent to modern challenges faced by agricultural sectors worldwide, especially during global crises like the pandemic. Anwar's study highlights the resilience of Ibn Khaldun's economic theories in guiding sustainable agricultural policies and social welfare initiatives during uncertain times. Lely Nurarifah's study extends Ibn Khaldun's influence into the realm of education, assessing the relevance of his educational thought to Indonesia's "Kurikulum Merdeka" (Independent Curriculum) initiative. Nurarifah emphasizes Ibn Khaldun's holistic approach to knowledge, where education is not merely the transmission of information but the cultivation of moral, spiritual, and intellectual virtues essential for leadership and social harmony (Nurarifah, 2024). The study finds that Ibn Khaldun's vision aligns with Kurikulum Merdeka's goal of fostering independent, critical thinking learners who contribute to societal progress. This research bridges classical Islamic scholarship and contemporary education reform, underscoring Ibn Khaldun's enduring pedagogical significance.

Young-Jin Ahn and Zuhridin Juraev provide a complementary perspective by revisiting social geographies of justice, particularly in urban contexts. While their work does not focus exclusively on Ibn Khaldun, it resonates with his concern for social cohesion, justice, and governance (Ahn & Juraev, 2024). They analyze urban injustices through spatial and social lenses, arguing that equitable participation and power distribution are crucial for sustainable urban development. Their perspectives on social justice echo Ibn Khaldun's emphasis on ethical governance and the social contract between rulers and the ruled, highlighting the timeless relevance of his theories in addressing contemporary inequalities. M. Umer Chapra's seminal work interrogates Ibn Khaldun's theory of development to explain the underperformance of the modern Muslim world (Chapra, 2008). Chapra critically assesses how historical and social factors, rooted in Ibn Khaldun's analysis of 'Asabiyyah and political cycles, influence economic stagnation and governance challenges in many Muslim-majority countries (Kusnan et al., 2022). He advocates for revisiting Ibn Khaldun's integrative model of development that blends economics, ethics, and social cohesion to formulate policy frameworks aimed at sustainable growth and renewal. Chapra's analysis represents a critical bridge between classical theory and contemporary socio-economic realities, making a compelling case for the revival of Ibn Khaldun's approach (Chapra, 1992).

Finally, the work of Silvio Funtowicz and Jerry Ravetz on "Knowledge, Power, and Participation in the Post-Normal Age" provides an epistemological framework that complements Ibn Khaldun's integrated worldview (Funtowicz & Ravetz, 2025). Their post-normal science theory emphasizes the complexity of knowledge systems, the interplay of power relations, and the necessity for inclusive participation in decision-making under conditions of uncertainty. While not directly focused on Ibn Khaldun, their approach aligns with his holistic understanding of knowledge, governance, and society. They highlight the need for adaptive, participatory models of governance that resonate with Ibn Khaldun's vision of socially embedded leadership and knowledge.

When comparing these studies, there are clear intersections and divergences. Most share a foundational appreciation for Ibn Khaldun's integrated, systemic approach that connects governance, economics, social cohesion, and knowledge. However, the thematic focus varies—from political theory (Sulastris) to sustainable development (Muchlisin & Mugiyati),



agricultural economics (Anwar), education reform (Nurarifah), social justice (Ahn & Juraev), development critique (Chapra), and epistemology (Funtowicz & Ravetz). This breadth demonstrates the versatility of Ibn Khaldun's thought but also reveals disciplinary silos that limit cross-sectoral insights.

The present study's novelty lies in synthesizing these varied perspectives into an interdisciplinary analysis that foregrounds Ibn Khaldun's intellectual heritage as a holistic framework for understanding the foundations of global knowledge, economic governance, and leadership. Unlike prior research that often focuses on discrete domains, this research integrates political philosophy, sustainable development, education, and epistemology, thereby offering a comprehensive model that addresses contemporary challenges such as SDGs implementation, global knowledge flows, and ethical governance. This synthesis not only reaffirms Ibn Khaldun's relevance but also expands the discourse by connecting classical Islamic scholarship to pressing 21st-century issues in governance and development.

METHODOLOGY

This study adopts a qualitative research methodology that centers on an extensive literature review combined with content analysis to explore the pivotal contributions of Islamic civilization—especially the intellectual legacy of Ibn Khaldun—in shaping global knowledge systems, technological advancements, and foundational principles of economic governance. Given the historical and interdisciplinary nature of the research topic, this approach enables a comprehensive and nuanced understanding of how Ibn Khaldun's theories and ideas have influenced various domains, including governance, science, and economic thought, as well as their relevance to contemporary global challenges (Aloudah, 2022; Boda, 2022).

The initial phase involved the systematic collection and selection of relevant academic sources that address Ibn Khaldun's intellectual heritage. These sources encompass classical texts such as Ibn Khaldun's *Muqaddimah* alongside contemporary journal articles and interdisciplinary studies spanning fields such as political philosophy, economics, history of science, and development studies. To ensure both foundational and current perspectives, the literature was gathered from prominent academic databases including JSTOR, Scopus, Google Scholar, and Islamic studies repositories (Abidin, 2022; Aditya & Muthoifin, 2025; Al-Shibli, 2025). The selection criteria focused on works that specifically engage with Ibn Khaldun's contributions to knowledge, governance, economic theory, and their intersections with broader Islamic civilization's impact on science and technology. Additionally, the literature considered contemporary issues in sustainable development and governance frameworks, highlighting Ibn Khaldun's continuing relevance. Emphasis was placed on peer-reviewed materials and recognized academic publications to maintain scholarly rigor. Following the assembly of relevant literature, the study applied qualitative content analysis as its primary analytical tool. This method facilitates the distillation of large volumes of textual data into coherent themes and conceptual frameworks while preserving the contextual richness of the original works. The process began with thorough familiarization with the selected texts to identify core ideas and interpretations related to Ibn Khaldun's contributions. Subsequently, a coding system was developed to classify recurrent themes such as social cohesion, governance, economic



development, knowledge epistemology, and ethical leadership. These codes were generated through an iterative combination of inductive analysis emerging from the texts themselves and deductive reasoning aligned with the study's research objectives. The coded data were then organized into broader thematic categories, enabling an integrated analysis that highlights the interdisciplinary connections between Ibn Khaldun's intellectual legacy and modern discourse on governance, science, and economics (Ahyani et al., 2021).

An important feature of this content analysis was the deliberate focus on the ethical, spiritual, and systemic dimensions of Ibn Khaldun's thought, distinguishing his contributions from purely technical or economic models. This comprehensive interpretive lens aligns with the study's objective to reveal how Islamic civilization, through figures like Ibn Khaldun, offered holistic frameworks that integrate knowledge, leadership, and justice—values critical to addressing today's global governance and sustainability challenges. To enhance the validity and reliability of the findings, the study employed triangulation by cross-verifying insights across multiple sources and academic disciplines. Feedback from experts in Islamic intellectual history and development economics was sought to refine coding categories and thematic interpretations, thereby ensuring accuracy and scholarly robustness. Detailed documentation of the literature search process, selection criteria, and analytical procedures was maintained to promote transparency and facilitate potential replication or further research (Ahyani et al., 2025).

Nevertheless, the study recognizes certain limitations inherent to its methodology. Relying primarily on secondary sources and historical texts may introduce interpretive biases, as contemporary readings of Ibn Khaldun's thought can reflect varying academic or ideological perspectives. Moreover, the research scope was constrained to academic works in English and Arabic, which may limit the inclusion of diverse cultural viewpoints or non-academic narratives (Heruti & Yahya, 2024). Despite these limitations, the methodology's interdisciplinary approach and rigorous analytical framework provide a balanced and insightful synthesis of Ibn Khaldun's enduring influence on knowledge, technology, and economic governance foundations. Finally, ethical considerations were straightforward due to the nature of this research being literature-based. Proper academic citation and attribution practices were strictly followed to respect intellectual property and uphold academic integrity. The study carefully avoided misrepresenting original ideas and maintained a respectful engagement with all sources.

RESULTS

The findings of this study illuminate the multifaceted contributions of Islamic civilization—particularly through the intellectual legacy of Ibn Khaldun—in shaping global knowledge systems, technological advancements, and foundational principles of economic governance. By analyzing classical texts and contemporary scholarship, the study reveals how Ibn Khaldun's thought transcended its historical context to influence the evolution of scientific disciplines, economic theories, and governance frameworks, with relevance to modern development discourse (Ahmed, 2025). One of the primary findings concerns the role of Islamic civilization during its Golden Age (8th to 14th centuries CE) as a cradle for scientific innovation and interdisciplinary knowledge production. The works of prominent scholars such as Al-Farabi, Al-Ghazali, Al-Biruni, and others contributed substantially to fields including



mathematics, astronomy, medicine, and engineering. Ibn Khaldun stands out among these scholars for his holistic and systemic approach that integrated social, economic, and political dimensions within a coherent intellectual framework. His seminal work, *Muqaddimah*, articulates a comprehensive theory of history, society, and economics, which the study identifies as a foundational text for understanding early models of governance and economic regulation (Jumarim et al., 2024).

Ibn Khaldun's theory of 'asabiyyah' (social cohesion) emerges as a key concept with profound implications for governance and social organization. The findings illustrate that social cohesion, according to Ibn Khaldun, is essential for the stability and development of political entities. He posits that strong 'asabiyyah' underpins the rise and sustainability of states, enabling effective leadership and institutional functioning. This notion not only shaped medieval Islamic political thought but also anticipated modern sociological and political theories related to social capital and state legitimacy. The study's analysis demonstrates how this concept remains relevant in contemporary discussions about governance quality, institutional trust, and community resilience—especially in the face of globalization and social fragmentation (Maulana et al., 2024).

Economically, Ibn Khaldun's insights into taxation, labor, production, and market dynamics prefigure key elements of classical and modern economic theory. The study's review highlights Ibn Khaldun's pioneering recognition of the labor theory of value, where labor is seen as the source of economic value, and his nuanced understanding of taxation's effects on economic vitality. His assertion that excessive taxation stifles economic activity aligns with later economic thought, underscoring his practical grasp of fiscal policy implications. Furthermore, Ibn Khaldun's analysis of urbanization, trade, and agricultural productivity sheds light on the interdependence of economic sectors and their contribution to societal prosperity. These ideas resonate with contemporary development economics, where balanced growth, fiscal sustainability, and sectoral interlinkages are central themes (Ahmad et al., 2024; Atah et al., 2024).

The research further identifies the integration of ethics and spirituality into Ibn Khaldun's framework as a distinctive feature that differentiates Islamic governance and economic thought from purely secular models. The study finds that Ibn Khaldun emphasizes justice ('adl'), moral leadership, and the ethical responsibilities of rulers and citizens alike. This dimension underscores an integrated worldview where science, knowledge, governance, and spirituality are inseparable, offering a holistic approach to societal well-being. Such integration is particularly relevant to modern governance challenges that call for ethical leadership, social justice, and sustainability.

The transmission and influence of Islamic scientific knowledge during and after the Golden Age also feature prominently in the findings. The study traces how Muslim scholars preserved and expanded upon the scientific heritage of previous civilizations, such as the Greeks, Persians, and Indians, and in turn, transmitted this enriched knowledge to Europe. This intellectual exchange significantly contributed to the European Renaissance and the Scientific Revolution (Alzoubi & Mishra, 2023). The study highlights examples of advances in



mathematics (e.g., algebra), medicine (e.g., clinical practices), and astronomy (e.g., planetary models) that shaped global knowledge systems. This historical trajectory underscores the central role Islamic civilization played in the cumulative development of global science and technology.

Moreover, the findings address the contemporary relevance of Ibn Khaldun's thought within current global development and governance frameworks, especially those aligned with the United Nations' Sustainable Development Goals (SDGs). The study identifies conceptual linkages between Ibn Khaldun's emphasis on social cohesion, justice, and balanced economic growth with the SDGs' aims, such as quality education (SDG 4), industry and innovation (SDG 9), and strong institutions (SDG 16). This demonstrates that Ibn Khaldun's intellectual heritage provides valuable philosophical and practical insights for addressing 21st-century challenges related to governance, economic development, and social sustainability.

In addition, the study finds that Ibn Khaldun's agricultural economic thoughts remain pertinent in the context of recent global crises, such as the COVID-19 pandemic. His recognition of agriculture's foundational role in economic stability and food security aligns with contemporary concerns about supply chain disruptions, rural development, and sustainable agriculture. This connection highlights the enduring applicability of Ibn Khaldun's integrated approach to economic sectors and their socio-political implications. The research also reveals how Ibn Khaldun's educational philosophy, which stresses the importance of knowledge transmission, moral development, and critical thinking, corresponds with modern educational reforms such as Indonesia's Kurikulum Merdeka (Nurarifah, 2024). His ideas about the role of education in leadership and societal progress resonate with current efforts to promote flexible, context-aware curricula that foster intellectual and spiritual growth. While much scholarly attention has focused on Ibn Khaldun's historical and economic theories, the study uncovers emerging interdisciplinary interest in his social and spatial theories, particularly in relation to urban justice and social geographies (Hikmah et al., 2025). The analysis shows that revisiting Ibn Khaldun's work can enrich contemporary debates on urban inequalities, social participation, and justice, suggesting that his intellectual legacy is multifaceted and adaptable to diverse academic fields.

In comparison to previous studies, this research confirms and extends existing knowledge by offering a synthesized and interdisciplinary perspective that bridges Ibn Khaldun's historical contributions with contemporary global challenges and sustainable development frameworks. Unlike some prior research that may focus narrowly on either political theory or economic thought, this study integrates governance, economics, science, and ethics into a holistic narrative. The novelty lies in explicitly connecting Ibn Khaldun's intellectual heritage to modern interdisciplinary issues such as sustainable development, knowledge economies, and ethical leadership, thus providing fresh insights for both academia and policy-making.

DISCUSSION

This study underscores the enduring significance of Islamic civilization's intellectual legacy, particularly through the work of Ibn Khaldun, in shaping foundational aspects of global knowledge, technology, and economic governance. The discussion elaborates on the implications of these findings within contemporary academic, policy, and societal contexts,



emphasizing the relevance of Ibn Khaldun's integrated worldview in addressing today's complex global challenges. One of the core contributions highlighted is Ibn Khaldun's conceptualization of 'asabiyyah' or social cohesion, which remains a vital analytical lens for understanding governance and societal stability. In an era marked by rapid globalization, political fragmentation, and rising social polarization, Ibn Khaldun's insights offer valuable perspectives on how social solidarity underpins effective governance and sustainable development (Farhan et al., 2024). The study's findings align with modern sociological theories on social capital, yet Ibn Khaldun's framework uniquely situates social cohesion within historical cycles of state formation and decline, thus providing a dynamic understanding of political economy. This cyclical theory invites policymakers and scholars to consider governance not as a static institution but as an evolving process influenced by social, economic, and ethical factors.

The integration of ethical values into governance and economic thought forms another crucial dimension of Ibn Khaldun's legacy (Chalil, 2020). Unlike many secular modern theories that often separate economics from ethics, Ibn Khaldun's work presents a model where justice ('adl'), morality, and spirituality are integral to leadership and public administration. This normative aspect challenges contemporary governance paradigms, which sometimes prioritize efficiency or growth at the expense of equity and social justice. The study's emphasis on ethical leadership resonates with ongoing global discourses on corruption reduction, transparency, and inclusive development. Incorporating such values into modern governance frameworks can foster trust, legitimacy, and long-term societal resilience, aligning closely with the Sustainable Development Goals (SDGs) related to peace, justice, and strong institutions (SDG 16) (Holle et al., 2023).

Economically, Ibn Khaldun's early articulation of labor as the source of value and his analysis of taxation's impact on economic vitality remain remarkably prescient. These insights predate many Western economic theories and suggest that Islamic economic thought contributed foundational ideas that shaped subsequent development. The study's discussion reveals that Ibn Khaldun's economic concepts emphasize balance—between state authority and market freedom, taxation and entrepreneurship, urban growth and rural sustainability. This balanced approach offers critical lessons for developing economies today, many of which face challenges related to fiscal policy, informal labor markets, and urban-rural disparities. For instance, excessive taxation or mismanagement of public resources can erode economic productivity, a reality that Ibn Khaldun understood centuries ago. Modern policymakers can benefit from revisiting these principles to design economic governance that fosters innovation while ensuring social welfare (Chalil, 2020).

The role of knowledge and science as pillars of civilization emerges prominently in the discussion (Utami et al., 2017). The Islamic Golden Age was not merely a period of scientific discovery but also one of knowledge integration and transmission. Ibn Khaldun and his contemporaries contributed to this intellectual ecosystem by synthesizing knowledge across disciplines and cultures, thereby advancing global science. This multidisciplinary approach is instructive for contemporary knowledge economies that require integration across fields such as technology, governance, and social sciences. The study highlights how this historical



tradition of knowledge sharing challenges modern knowledge silos and calls for more holistic, interdisciplinary approaches in research and policy. Moreover, the ethical and spiritual dimensions embedded in Islamic epistemology invite reflection on the purpose and values underpinning scientific advancement, an issue increasingly debated in the age of artificial intelligence, bioengineering, and sustainability crises.

A particularly relevant aspect discussed is the alignment of Ibn Khaldun's thought with the Sustainable Development Goals (SDGs) (Budiarani et al., 2021). The study argues that his integrated model of governance, economics, and ethics provides a philosophical foundation that complements the SDGs' holistic agenda. For example, SDG 4 on quality education resonates with Ibn Khaldun's emphasis on intellectual and moral development as prerequisites for societal progress. His educational philosophy underscores the importance of cultivating critical thinking, ethical awareness, and intellectual leadership—principles that inform modern curricular reforms like Indonesia's Kurikulum Merdeka. Similarly, SDG 9 on industry, innovation, and infrastructure aligns with Ibn Khaldun's recognition of the importance of technological advancement and economic diversification for societal development.

Furthermore, the discussion addresses Ibn Khaldun's relevance to contemporary challenges such as urban injustice and social inequality. By revisiting his theories on social cohesion and economic cycles, scholars and practitioners can better understand the structural roots of urban disparities and governance failures. The study points to emerging research linking Ibn Khaldun's social theory with modern urban justice frameworks, highlighting his potential contribution to interdisciplinary studies in geography, sociology, and public policy. This novel application extends Ibn Khaldun's legacy beyond traditional fields, showcasing the adaptability of his ideas to diverse contemporary contexts. The study also sheds light on Ibn Khaldun's agricultural economic thought, which gains renewed significance amid the COVID-19 pandemic and global food security concerns. His understanding of agriculture as the economic base upon which urban and commercial activities depend offers vital insights into sustainable resource management and rural development. This perspective complements current efforts to build resilient food systems and address vulnerabilities exposed by the pandemic. By integrating Ibn Khaldun's economic principles with modern sustainability science, policymakers can better design strategies that balance economic growth with ecological stewardship and social equity (Mangani et al., 2019).

While much scholarship has focused on Ibn Khaldun's historical role and economic theories, this study contributes novel insights by synthesizing his interdisciplinary impact across governance, knowledge systems, and ethical leadership. This comprehensive perspective challenges narrow academic approaches and encourages a holistic appreciation of Islamic civilization's contributions. The study's novelty lies in explicitly linking Ibn Khaldun's intellectual heritage to contemporary global challenges, such as sustainable development, knowledge economies, and governance reform, thus bridging historical scholarship with practical policy relevance. In conclusion, the discussion emphasizes that Ibn Khaldun's legacy is not confined to the past but offers a rich intellectual resource for the present and future. His integrated approach to governance, economics, knowledge, and ethics provides valuable frameworks for addressing the multifaceted challenges of globalization, technological change,



and sustainable development. By revisiting and adapting his insights, scholars, policymakers, and leaders can foster more just, resilient, and knowledge-based societies. The study advocates for continued interdisciplinary research and dialogue that honor this heritage while innovatively applying it to modern contexts.

CONCLUSION

This study has successfully explored the pivotal role of Islamic civilization, particularly through the intellectual legacy of Ibn Khaldun, in shaping global knowledge, technology, and economic governance foundations. The findings demonstrate that Ibn Khaldun's theories on social cohesion (*asabiyyah*), leadership, and justice provide a valuable analytical framework for understanding state formation and governance. His emphasis on ethics and social solidarity remains relevant today, especially in guiding efforts toward building effective, inclusive, and just governance systems aligned with Sustainable Development Goals, particularly SDG 16 on peace, justice, and strong institutions.

In the realm of economic governance, the study highlights Ibn Khaldun's advanced understanding of labor, taxation, and economic cycles. His caution against excessive taxation and his insights on balancing state intervention with market forces provide important lessons for contemporary economic policy, especially in developing countries facing fiscal challenges and informal sector dynamics. These concepts also proved significant during the COVID-19 pandemic, particularly regarding agricultural sustainability and economic resilience, showing the enduring applicability of Ibn Khaldun's thought in addressing modern crises. Furthermore, the research confirms Ibn Khaldun's integrated approach to knowledge production, where science, ethics, and spirituality are inseparable. This holistic epistemology challenges modern fragmented knowledge systems and encourages interdisciplinary perspectives that combine technological advancement with ethical responsibility. Such an approach is crucial for fostering sustainable development and inclusive innovation in today's knowledge-based economies.

In the educational domain, the study finds direct relevance of Ibn Khaldun's educational philosophy to contemporary reforms such as Indonesia's Kurikulum Merdeka. His focus on intellectual and moral development supports the goals of modern education systems that aim to cultivate critical thinking, ethical leadership, and lifelong learning. This connection underscores the lasting influence of Islamic intellectual heritage on education and leadership development. The novelty of this study lies in its comprehensive integration of Ibn Khaldun's contributions across governance, economics, knowledge systems, and ethics while linking them explicitly to current global development challenges and the SDGs. Unlike prior research that often isolated individual aspects of his thought, this research presents a cohesive framework showing how his intellectual legacy can inform multidisciplinary approaches to sustainable development, social justice, and governance in the 21st century.

Lastly, the study opens new perspectives by applying Ibn Khaldun's theories to issues like urban injustice and social geography, revealing how his ideas can help address contemporary problems of inequality and governance in urban contexts. This innovative application confirms the adaptability and relevance of his work beyond traditional historical analysis. In conclusion,



Ibn Khaldun's intellectual heritage from Islamic civilization remains a vital source of wisdom and practical guidance for modern global challenges. His balanced and integrated vision offers useful tools for policymakers, educators, and scholars aiming to create more just, resilient, and sustainable societies. Future research should further explore how Ibn Khaldun's thought can contribute to emerging fields such as digital governance, environmental sustainability, and intercultural dialogue, reinforcing the timelessness of his ideas and their relevance to contemporary issues.

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