INTERNATIONAL PREMIER JOURNAL OF LANGUAGES & LITERATURE (IPJLL)
VOLUME 3, ISSUE 1, 2025 p-ISSN: 3007-2336 e-ISSN: 3007-2344

MOTIVATIONAL LEADERSHIP IN IQBAL'S POETRY: A PATHWAY TO STUDENT CAREER PLANNING

Tayab ul Nisa hinahainya@gmail.com	PhD Scholar, Department of Education, GC Women University, Sialkot, Punjab, Pakistan.
Rizwana Asher rizwanaasher@gmail.com	PhD Scholar, Department of English, GC Women University, Sialkot, Punjab, Pakistan.
Namra Shahzadi Namra.shahzadi@uog.edu.pk	Lecturer, Department of Psychology, University of Gujrat, Gujrat, Punjab, Pakistan.

Abstract

Career path planning is an important aspect of student development; however, it is often overlooked in many educational institutions. This study examines the junction between motivational leadership and career planning using Allama Iqbal's poetic philosophy. This study seeks to extract motivational leadership attributes from Iqbal's Urdu poetry and investigate their usefulness in directing students toward meaningful and self-aligned career pathways. A qualitative methodology based on content analysis was used to evaluate selected poetic works from Iqbal's important texts: Bang-e-Dra (1924), Bal-e-Jibril (1935), Zarb-e-Kalim (1936), and Armughan-e-Hijaz (1938). The data were coded with NVivo software to discover recurring leadership themes and motivational elements. The findings show that Iqbal's verses contain a rich framework of transformational leadership elements such as idealized influence, inspirational motivation, intellectual stimulation, and customized consideration. These characteristics are directly related to key stages of career planning, such as self-assessment, decision-making, and action implementation. The study provides a theoretical model of "Motivational Leadership for Career Path Planning" based on Iqbal's philosophy.

It highlights the role of educators and mentors as inspirational leaders who help students develop self-efficacy, spiritual awareness, and meaningful aspiration. The incorporation of intrinsic and extrinsic motivating tactics derived from poetic symbolism results in a culturally relevant and comprehensive approach to student development. This study adds a new dimension to the conversation about career guidance and leadership by contextualizing traditional Eastern ideas in contemporary educational practice.

Keywords: *Allama Iqbal, Career Path, Leadership, Student Motivation.*

Corresponding Author: Tayab ul Nisa (PhD Scholar, Department of Education, GC Women University, Sialkot, Punjab, Pakistan).
Email: hinahainya@gmail.com

1. Introduction

Motivation and leadership is a unique association in which one personality gives direction, correlates, harmonizes and supervises in the accomplishment of decision and career planning's. Motivational leadership inspires a person to act, either directly or through empowerment, for the benefit of people and field of study. The spiritual Father of the nation *Mufakkir e* Pakistan Allama Muhammad Iqbal's motivation definition is to spend life with Courage, Hope and Struggle. His ideas have driven the drill of surviving and thriving opposed odds. He also said that motivation is a key a component of leadership. Without being a source of motivation for their believers a leader cannot supervise their institutions with affluence. (Lucy, 2009)

Motivation is the emotional connection that inspires a desire to overcome obstacles and attain fresh stimulating achievement that provides a sense of accomplishment.

Motivation is the arousal, direction, and persistence of behavior. (Franken, 2006)

Motivation as "inducing Behavior" stimuli that moves us to take action are those that transform potential energy into kinetic energy this transform is literal and figurative (Deckers, 2001, p.3).

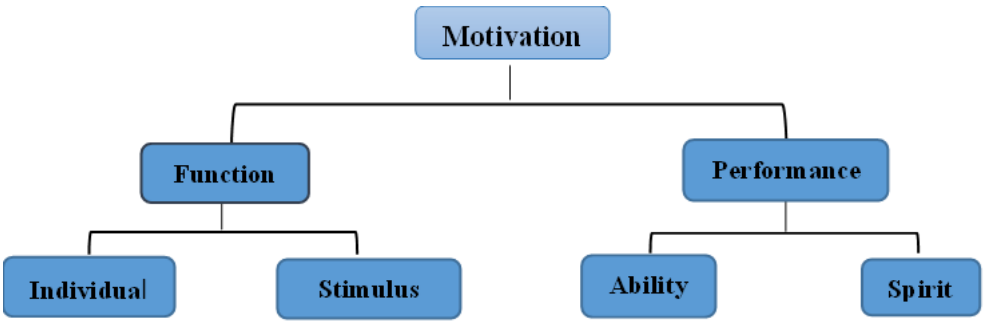


Figure 1: *Conceptual Model of motivation (Schaffer, 2008).*

Figure 1.1 conceptual model of motivation this concept of Allama Iqbal explain the Motivation donates principals that we will study, firstly motivation correlate with the function of the individual and situation. Motivation = Function (Individual × Stimulus). Secondly performance is related to the ability and motivation Performance = Function

(Ability × Spirit). Teachers and students need to provide motivational spirit with the ability to perform a task. So all these elements are obligatory for each other to apply this theory of motivation (Schaffer, 2008).

In Iqbal's view truthfulness, justice and courage are the premises of the leadership. These features are the empowerment and characteristics of a leader for achieving any goal. Iqbal believe in modern systemic leadership instead of bureaucratic leadership. Iqbal said,

رہبر بھی تُو منزل بھی تُو

That means "Be a Trend Setter, Determine Your Own Fate."

سبق پھر پڑھ صداقت کا،عدالت کا، شجاعت کا

لیا جائے گا تُجھ سے کام دُنیا کی امامت کا

Read the lesson of truth, justice, and valor.
You will be expected to do the task of accepting responsibility for the planet.

(Iqbal, 1924, p.218)

Here the word *Shujat*, means the courage. Courage has the vast ability to do something in the field. Basically it covers two main elements.

i) Be in charge of your juniors or follower's error.
ii) Appreciate your junior or subordinates in the tasks, even if they have less contribution (Gale, 2013).

تونےپوچھی ہے امامت کی حقیقت مجھ سے
حق تجھے میری طرح صاحب اسرار کرے

ہے وہی تیرے زمانے کا امام برحق
جو تجھے حاضر و موجود سے بیزار کرے

موت کے آئینے میں تجھ کو دکھا کر رخ دوست
زندگی تیرے لیے اور بھی دشوار کرے

دے کے احساس زیاں تیرا لہو گرما دے
فقر کی سان چڑھا کر تجھے تلوار کرے

فتنہ ملت بیضا ہے امامت اس کی
جو مسلماں کو سلاطیں کا پرستار کرے

What Guidance signifies you wish to know
Insight, like me, may God on you bestow!

He is true leader and trainer of your age
Who can with current fill your attention with rage.

By screening the face of Friend in looking for glass
May make your life more onerous and grosser.

He may make your blood froth with sense of harm
And on faqr's grinder may to sword transform.

Such guidance income revolt 'against Lustrous Creed
That makes the Muslims bow to kingly breed.

(Iqbal, 1936, p.310)

The leader serves as the primary source of motivation. Motivation is undoubtedly the most important factor of success in any career. It is an important concept to understand as a leader, and it pertains to the student's life. Leaders have an insurmountable number of obligations that encourage them to take on even more crucial roles in the educational field. (Valdosta. 2011). Positiveness and vision are crucial aspects of motivated leadership. Motivational leadership is the process of making decisions, setting clear goals, and empowering and equipping their followers for success. Motivational leaders inspire and bring out the best in their followers, pushing them to collaborate to achieve a common objective.

The arousal of a new level, where inspiration transforms into meaningful leadership, results in a live, unseen flow of ideas and emotions between two or more minds and hearts. The emotional connection generates a desire to overcome difficulties and achieve new and stimulating achievements that create a sense of accomplishment. To reach similar goals, these deep emotions encourage both donors and receivers to collaborate. A motivated leader encourages flow, creativity, invention, and coordinated behaviors by trapping followers' attention (Finney, 2017).

The authors, Hall and Lawrence, define career path planning as an extending sequence of a person's professional experiences that emphasizes the relevance of labor and time. It is an important stage since it provides the necessary guidance and clarity about where a person wishes to go in the future. This makes people more aware of their own strengths and weaknesses, as well as the skills and knowledge needed to achieve their future goals. According to Hall, "career planning is a continuous process in which a person sets their career goals and chooses how to accomplish them" (Maria, 2019).

2. Methodology

This study used a qualitative research design, specifically content analysis, to investigate motivational leadership attributes embedded in Allama Muhammad Iqbal's poetry and their application to student career path planning. The qualitative approach was chosen due to its ability to extract rich, contextual, and interpretative meanings from textual data.

2.1. Research Design and Approach

The study used an interpretivist paradigm, which allows for a thorough grasp of abstract notions like motivation, leadership, and self-realization as portrayed in poetic writing. The goal was to identify leadership themes and structures that may be used to develop a theoretical model for student career advising.

2.2. Sampling and Data Sources

A purposive sampling strategy was adopted to select four seminal poetic works of Allama Iqbal:

- *Bang-e-Dra (1924)*
- *Bal-e-Jibril (1935)*
- *Zarb-e-Kalim (1936)*
- *Armughan-e-Hijaz (1938)*

These texts were chosen for their intellectual and motivational value within Iqbal's body of work. To support thematic interpretation, other sources included pertinent academic literature, journal articles, and texts on leadership theory.

2.3. Data Collection and Analysis

The data were gathered from Urdu poetry and their translated interpretations. The poems were tagged and analyzed thematically using NVivo software, which made it easier to organize, compare, and comprehend reoccurring motifs. Codes were created deductively using transformational leadership theory (i.e., idealized influence, inspirational motivation, intellectual stimulation, and customized consideration) and inductively using poetic writings.

Emerging themes were cross-referenced with established motivating leadership frameworks and career development models to verify conceptual consistency. Themes such as self-awareness, spiritual drive, intrinsic and extrinsic motivation, and leadership

responsibility were identified and combined to form a proposed motivational leadership model for career planning.

2.4. Ethical Considerations

Formal ethical approval was not necessary for this study because there were no human subjects involved. However, ethical norms were upheld in qualitative research by ensuring correct source representation, proper citation, and cultural sensitivity while reading religious and philosophical writings.

2.5. Research Objectives

1. To enlist the motivational leadership traits that effect students career path planning.
2. To identify the verses from Iqbal's Urdu poetry related directly or indirectly to motivational leadership.
3. To enlist the factors for students' career path planning in the context of motivational leadership.

3. Results

Table 1: *Extrinsic Sources of Motivational Needs*

Sr. No	Factors	Description
1	Social cognition	Successful students socialize themselves they gain social competence qualities that work as member or leader of a couple, a group, an institution or community for acquiring knowledge and understanding through senses and his experiences.
2	Operant conditioning	Conditioning is a component of learning and operant conditioning is a type of conditioning in which ones behavior does not conditioned or depend on the occurrence of stimulus in the environment.it all depends on what happens next as a result of one's actions.

3.1. Intrinsic Motivation

Intrinsic motivation stems from the desire to overcome a personal challenge, learn something new and different, or discover something unique to oneself. When a student is intrinsically motivated, no external incentives or reinforcements are required for job choices. Intrinsic motivation generates gratification from the inner self and itself because

students pursue their own interests, and self-interests tend to exceed the possibility of negative repercussions from receiving a poor grade in the future. The truth is that students are motivated by teachers who serve as motivators or leaders; if students participate in academic activities willingly without expecting anything in return as a reward or reinforcement, they are intrinsically motivated (Lei, n.d.).

Table 2:*Intrinsic Sources of Motivational Needs*

Sr. No	Factors	Description
1	Cognition	Student engaged himself in challenging task with self-efficacy, cognitively, develop meaning or understanding, to figure out something and make decision in his career path planning.
2	Affect	Student can increase or decrease his feelings towards dissonance and keep high his enthusiasm and positive attitude towards his self-esteem.
3	Connation	Students take charge of one's own life and remove all the obstacles to achieve his dream by using different approaches.
4	Biology	The level of stimulation can be increase or decrease by activate senses or biological needs.
5	Spiritual	Student can understand the ambition of his life and move towards the journey of known to unknown.

Motivational leadership inspires others to act, significantly increases individual and team performance, and fosters creativity and brave innovation. It genuinely discovers our inner talent, ambition, and ideals, inspiring us to pursue these lofty goals. An inspired individual or team can have a significant impact on the performance of any field or organization. (Fenney, 2017).

3.2. Traits of Motivational Leadership

Most important traits that are required for successful motivational leadership.

i) Mutual Trust
ii) Ability of a leader to inspire others
iii) Updation and upgradation of leaders' qualities
iv) Empower the team work and systems' success

3.3. Reflections of Motivational Leadership Traits in Iqbal's Poetry

The verses of Dr. Allama Muhammad Iqbal have filled with crucifixion and revelation that can be beneficent for teachers and students for motivating them to work their guts out, to attain their personal and institutional ambitions and desire goals. By

reading his fantastic and blissful poetry we can motivate our teachers and students, told them to perceive their position in the society and in the world. For it, Allama Iqbal designate the leader and the qualities of leadership. (Beg, 2004). Allama Iqbal give voice to High vision, charismatic consultation, discussion, and provide ease to others without transmitting personal benefit, this is significant and mandatory luggage for a great leader. A leader with all these qualities, can guide their students precisely and accordingly to their inspirational interest (Iqbal, 2002).

نگاہ بلند ، سخن دل نواز ، جاں پر سوز

یہی ہے رختِ سفر میرکارواں کے لیے

High ambitious, winsome speech, a passionate soul

This is all the luggage for a leader of the caravan

(Iqbal, 1935, p.265)

These verses explain the Meer's (leader) value that he should always explore the things for their followers that are source of motivation, his conversation should be charismatic and saturate with his colleague and his actions have the dedication towards his vision. These are things that necessitate for a leader (Library, 2013).

تو رہ نورد شوق ہے ، منزل نہ کر قبول
لیلي بھي ہم نشیں ہو تو محمل نہ کر قبول

اے جوئے آب بڑھ کے ہو دریائے تند و تیز
ساحل تجھے عطا ہو تو ساحل نہ کر قبول

کھویا نہ جا صنم کدہ کائنات میں
محفل گداز ! گرمي محفل نہ کر قبول

صبح ازل یہ مجھ سے کہا جبرئیل نے
جو عقل کا غلام ہو ، وہ دل نہ کر قبول

باطل دوئي پسند ہے ، حق لا شریک ہے
شرکت میانہ حق و باطل نہ کر قبول

If you traverse the road of love

Don′t yearn to seek repose or rest

If Layla be your companion close

That litter shuns with great contempt

O streamlet, onward flow and get

Transformed to torrent strong and deep
If bank is e′er on you bestowed
Abstain, flow on with mighty sweep
Don′t lose your bearings in this world
Because with idols it is full
The assemblage here can cast a spell
Disdain, or strings of heart shall pull
Gabriel on Creation’s Early Morn
A piece of useful counsel gave
He bade me not accept a heart
Enchained by mind of man like slave
Untruth conceals in various masks
But Truth and God are both unique
There can’t be pool ′twixt good and bad
This fact is known from times antique (Iqbal, 1936, p. 315)

3.4. Career Path Planning

Today's youth will approach professional path planning with the drive to accomplish lofty goals. Today's young people also hope to get high-paying jobs during their college career. So, this study is recommended to investigate the motivational leadership features of Iqbal's poetry, which will be useful for student counseling and career path planning. The selected lines from Iqbal's books, talks, lectures, and addresses will explain Iqbal's motivational leadership theories and styles, which will be relevant in the era of student career planning. Leadership and motivation are both important and distinct aspects of a human's life. Without motivation and effective leadership styles, we may suffer setbacks. As a result, this study will build a model for students to choose a career that will provide them with solid leadership skills and motivation for a successful existence in the world.

4. Discussion

The sum up of findings according to the relevance question of the research. The researcher analyzed the text of selected books, research articles, theses, and journals. The

entire text was then coded in order to identify the emerging themes. The themes show the motivational traits that effect the career path planning in many ways according to the Iqbal's book the gift of Hijaz the spiritual enlightenment is essential for the students. An individual must have self-realization that what he wants to do? Without knowing the interest and area of capability ones cannot select the accurate career for himself. Self-realization is becoming an integral component of existences. Enlightenment is defined as the instantaneous realization of a transcendental truth or reality. It is related to illumination of the spirit. Once an individual has enlightened the spirit then the struggle of life has been started and it continues for the long time. The struggle also required the expectancy because it increased the belief system of a student and the performance as well. The expectations include factors such as competitive capacity to accomplish a specified work, usable necessary resources, a store of key information, and essential leadership direction to complete a task. Here the leadership is compulsory element for inspirational source or motivate to someone. The researcher said that Intellectual stimulation is an important factor for leader not only guide but also promote the followers towards the inventiveness. The leader inspires towards the learning modes and explores the new things by using cognitive skills. The researcher's findings said that Idealized influence for the leader is a key to role as model and he act as same as, and becomes the trustworthy and admirable foe them. A leader respects his own and the followers' values as well and absorb them.

Motivation is having two categories one is intrinsic and second is extrinsic both needs a stimulus and leader provide or arouse this stimulus.

ہر نئی تعمیر کو لازم ہے تخریبِ تمام
ہے اسی میں مشکلاتِ زندگی کی کشود

Total destruction must come before any recreation
For in this way the problems of existence are resolved

(Iqbal, 1938)

Here the leader represent as the destiny of the nation and poet says that one rule states that to live again after death is written in the destiny of free people. Although every living person with every soul goes to the lap of the central grave one day but the difference is that the slave will sleep in the lap and forever and the free will rise again after dying. So here the poet points about your eternal life and said that free leader makes a nation free (Iqbal, 1938).

خودی ہے زندہ تو دریا ہے بے کرانہ ترا
ترے فراق میں مضطر ہے موجِ نیل وفرات

If the self is alive, even poverty is kingship

The prestige of the penniless is not inferior to that of *Sanjar* and *Tughral*

(Iqbal, 1936)

In these lines the poet address to the leaders that if you're self is alive and you have knowledge of yourself, then your life is like a river which has no bank. Allama described the life of the world as a river and death. The afterlife is described in symbol of the Nile and Euphrates River (Iqbal, 1936).

تو صاحبِ نظری آنچہ در ضمیر ِمن است

دلِ تو بیند واندیشہ تومی داند

You own insight and what lies in my mind,

It is not too hard for you to ken and find

(Iqbal, 1936)

In these verses the poet said that a leader always knows that what is going in the mind of a student he always aware their inner sight and abilities further a student also knows that his teacher as leader recognize and aware from his all weak and strong areas. So, it's not hard for a leader to represent the traits of a student and guide for proper career and field (Iqbal, 1936).

Data analysis demonstrates that transformational theory is the best and extremely effective theory since a leader act loyal and committed. The findings from Iqbal's books and content analysis explore that a leader always serves his time for his followers, to motivate him and encourage further in polishing the personality. Such leaders are proved highly motivated and devoted in his dealings and mission.

The investigation revealed that we did not address motivation and leadership individually in career path planning. We will discuss motivational leadership, which is leadership that has the ability to operate as a stimulus for students. For example, a leader may deliver a strong stimulus to a student that inspires him to achieve his goals. As a result, the findings indicate that career planning requires motivational leadership for a specific and developing field of study.

5. Conclusion

This study's findings indicate that career path planning is the primary aim or emphasis point of the research study, yet it centers on motivational leadership. Leadership is the primary driving force behind career path planning, while motivation serves as a

supportive component. Career path planning is critical for a student's success and standard of living. Students should be aware of their own interests and abilities. The leader assists the pupil in identifying these hidden characteristics within the student. Here, the leader has several motivational features that must be considered; without these, neither the leader nor the follower can progress in the right path. The success of a career is primarily dependent on leadership characteristics and talents. The more skillful attributes lead to success in career planning and leadership. A leader can engage in compelling discourse, articulate a clear vision, and constantly make others feel at ease.

Once a student is aware of his traits or interests, he should examine his own strengths and try to explore them, as well as discuss them with leading personalities, teachers, and experts. A student might also visit the practical field of the profession and vocation that he wishes to pursue. An overview of the practical sector can shift one's perspective. Keep your opinions, perspectives, and recommendations in mind, then reconsider them before making a choice on the following step. Students must make their own decisions while considering various points of view and experience.

All of this evidence demonstrates that career path planning is successful when all of the features listed above are followed and the components of career path planning are considered. Data study shows that transformational theory is the greatest and most effective theory because leaders are loyal and devoted. According to Iqbal, a leader constantly makes time for his followers in order to motivate and encourage them to continue developing their personalities. This type of leader has demonstrated tremendous motivation and dedication in his dealings and mission.New findings indicates that motivation and leadership work together as motivational leadership and the discovered traits help the students in career path planning. The results also show that career planning needs to follow the steps. Firstly, the student needs the self-assessment; by knowing herself student becomes aware from the capabilities that are hidden in him and even the interest of field.

خوارجہاں میں کبھی ہونہیں سکتی وہ قوم

عشق ہوجس کا جسور، فقرہوجس کا غیور

That nation cannot come to shame at all

Nor shall ever come across or face disgrace
whose youth are blessed with pluck and courage great

And guard with zeal the prestige of their race.

(Iqbal, 1936).

5.1. Limitations and Recommendations

This study has a few drawbacks that should be noted. The analysis is based entirely on Allama Iqbal's poetic works, which, while rich in motivational and philosophical content, may limit its applicability to larger leadership or cultural contexts. The interpretive element of content analysis involves possible subjectivity, as thematic extraction is dependent on the researcher's perspective. Furthermore, the proposed motivational leadership model is theoretical and has not been empirically validated. Future study should validate this model using quantitative or mixed-method approaches and investigate its application in a variety of cultural and educational settings. Integrating culturally embedded motivational frameworks into academic counseling and leadership training programs can improve their relevance and efficacy in directing students' career paths.

5.2. Acknowledgment

The author expresses profound gratitude to the instructors and mentors who provided valuable insights and guidance for this research. Special gratitude are owed to the scholars and translators of Allama Muhammad Iqbal's poetry, whose efforts enabled us to interact with the depth and meaning of his poems. Appreciation is also given to institutions and libraries that offered access to useful resources. Finally, the author appreciates the consistent support of colleagues and peers who provided constructive input throughout the study process.

References

Ahmed, A. H. (2016). *Examining ethical reasoning and transformational leadership style in Nigeria public sector* [Master's thesis, Universiti Utara Malaysia].

Allah Dino, S. A. (2018). Dr. Allama Iqbal and division of sub-continent. *Journal of the Punjab University Historical Society, 9*(1), 1–12.

Andrea, P. (n.d.). Qualitative analysis: Deductive and inductive approaches. *University of Colorado Colorado Springs*, 133–147.

Asad, M. M. (2011). Allama Iqbal's concept of Meer-e-Caravan. *International Journal of Academic Research, 3*(1), 1–5.

Asadque, D. M. (2021). *Meer-e-Caravan*. Sialkot: The City School.

Aspers, P., & Corte, U. (2019). What is qualitative in qualitative research? *Qualitative Sociology, 42*(2), 139–160. https://doi.org/10.1007/s11133-019-9413-7

Bhandari, P. (2022). Qualitative research. *Scribbr*. https://www.scribbr.com/methodology/qualitative-research/

Bibi, C. (2013). Allama Iqbal: The visionary leader of an independent homeland. *Unpublished manuscript*.

Chau, H.-W. (2013). Transformational leadership and team performance [Master's thesis, National Central University, Taiwan].

Deckers, L. (2018). *Motivation: Biological, psychological, and environmental* (4th ed.). Routledge.

Fikry, P., & Syahputra, I. P. (2018). Phonological level in Allama Iqbal's poem "The Bird's Complaint." *Lingua, 13*(1), 45–53.

Franken, N. A., Rodermond, H. M., Stap, J., Haveman, J., & Van Bree, C. (2006). Clonogenic assay of cells in vitro. *Nature Protocols, 1*(5), 2315–2319. https://doi.org/10.1038/nprot.2006.339

Gale, S. F. (2013). Iqbal and leadership. *The Free Library by Farlex*. http://www.thefreelibrary.com

Green, J., Willis, K., Hughes, E., Small, R., Welch, N., Gibbs, L., & Daly, J. (2007). Generating best evidence from qualitative research: The role of data analysis. *Australian and New Zealand Journal of Public Health, 31*(6), 545–550. https://doi.org/10.1111/j.1753-6405.2007.00141.x

Hayat, S. (1989). Leadership role in Muslim India: A study of traditional political leadership. *Journal of South Asia and Middle Eastern Studies, 12*(3), 55–70.

Huitt, W. (2011). Motivation to learn. *Educational Psychology Interactive*. http://www.edpsycinteractive.org/topics/motivation/motivate.html

Iqbal, A. M. (1924). *The call of the marching bell* (Bang-e-Dra). Iqbal Academy Pakistan.

Iqbal, A. M. (1935). *Wings of Gabriel* (Bal-e-Jibril). Iqbal Academy Pakistan.

Iqbal, A. M. (1936). *The rod of Moses* (Zarb-e-Kalim). Iqbal Academy Pakistan.

Iqbal, A. M. (1938). *The gift of Hijaz* (Armughan-e-Hijaz). Iqbal Academy Pakistan.

Iqbal, D. (2002). *Baal-e-Jibreel*. Iqbal Academy Pakistan.

Iobm, J. (2018). Iqbal's inferences from the Qur'an: Educational objectives for developing an individual for serving Millat. *Journal of Education and Educational Development, 5*(2), 125–136.

Javed, M. (n.d.). *Iqbal studies and Annemarie Schimmel*. Unpublished manuscript.

Johnson, M. K., & Elder, G. H., Jr. (2002). Educational pathways and work value trajectories. *Sociological Perspectives, 45*(2), 113–138. https://doi.org/10.1525/sop.2002.45.2.113

Khan, K. E. (2021). Chalking out organizational leader traits from poetic work of Iqbal. *Unpublished paper*.

Kostadinova-Maslarova, M. (2019). *Career planning*. University of Chemical Technology and Metallurgy.

Lei, S. A. (n.d.). Intrinsic and extrinsic motivation: Evaluating benefits and drawbacks from college instructors' perspectives. *Journal of Instructional Psychology, 37*(2), 153–160.

Finney, L. M. (2017). *Inspirational leadership* (Thales White Paper No. 16). Thales Group. https://www.thalesgroup.com

Maben, J., Peccei, R., Adams, M., Robert, G., Richardson, A., Murrells, T., & Morrow, E. (2012). *Exploring the relationship between patients' experiences of care and the influence of staff motivation, affect, and wellbeing* (Final report). NIHR Service Delivery and Organisation Programme.

Mahmood, S. A. (1985). Allama Iqbal and Muhammad Ali Jinnah's voyage from Indian nationalism to Muslim separatism. In D. Robertson, *The Penguin dictionary of politics* (p. 21). Penguin Books.

Musaud, M. (2011). Allama Iqbal's concept of Meer-e-Caravan. *International Journal of Academic Research, 3*(1), 35–39.

Ready to explore careers. (n.d.). *Minnesota State CareerWise*. https://www.careerwise.minnstate.edu

Reis, K. (2021). Content analysis in social research. *Study.com*. https://study.com

Rizanuddin, H. (n.d.). Influences of career planning, leadership, and organizational culture towards employee work effectiveness. *International Journal of Management and Applied Science, 7*(1), 1–9.

Rizvi, D. A. (2011). Allama Iqbal's concept of Meer-e-Caravan. *International Journal of Academic Research, 3*(1), 45–50.

Schaffer, B. (2008, January). Leadership and motivation. *ABI/Inform Collection*, 6(1), 1–9.

Umer, M. S. (2006). Iqbal and the modern era. In *Proceedings of the International Symposium on Iqbal* (pp. 500–508). Ghent, Belgium.

Valdosta State University. (2011). Motivation to learn. *Educational Psychology Interactive*. https://www.valdosta.edu

Wendling, E. (2020). An application of the social cognitive career theory model of career self-management to college athletes' career planning for life after sport. *Frontiers in Psychology, 11*, 1–13. https://doi.org/10.3389/fpsyg.2020.00912