



Islamic Leadership in the Digital Era: Mapping Intellectual Structure and Emerging Research Trends

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Abstract

The growing integration of digital technologies into organizational and social life has reshaped leadership practices, creating new challenges and opportunities for Islamic leadership. Although studies on Islamic leadership have increased substantially over the past decade, a comprehensive understanding of its intellectual structure, thematic evolution, and emerging research directions in the digital era remains limited. This study aims to map the development of Islamic leadership research, identify dominant themes, and explore emerging trends and future research opportunities. Using a Systematic Literature Review (SLR) combined with bibliometric analysis, data were retrieved from the Scopus database using the keyword “Islamic leadership” for publications between 2010 and 2025. Following the PRISMA protocol, 69 eligible articles were selected from an initial dataset of 1,880 records and analyzed using VOSviewer. The findings reveal that Islamic leadership research has experienced steady growth, particularly since 2022, with dominant themes focusing on employee performance, job satisfaction, motivation, organizational commitment, and Islamic work ethics. The intellectual landscape is largely shaped by contributions from Southeast Asian countries, especially Indonesia and Malaysia, while increasing international collaboration has expanded the field across Europe, Australia, and the Americas. Furthermore, the analysis identifies emerging research fronts related to digital transformation, workplace spirituality, knowledge sharing, and transformational leadership, indicating a shift from predominantly normative perspectives toward more contextual and adaptive approaches to contemporary organizational challenges. This study contributes to the literature by providing a comprehensive mapping of the intellectual structure and thematic evolution of Islamic leadership research and by proposing future directions for integrating Islamic leadership principles with digital-era organizational practices. The study is limited to Scopus-indexed publications and a specific search strategy, suggesting opportunities for future studies to incorporate broader databases and complementary analytical approaches.

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INTRODUCTION

The development of Islamic leadership in the digital age has led to significant transformations in authority structures, leadership practices, and the Muslim community through the use of digital technology. Bibliometric analysis is important for identifying intellectual structures, patterns of collaboration, and themes that emerge in a field of research, particularly in fast-growing topics such as Islamic leadership in the digital age. Recent studies show the emergence of the concept of digital Islamic authority, including celebrity imams, cyber-muftis, and women cleric activists who use

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social media and digital platforms to build religious legitimacy, influence, and credibility in modern society (Wahid & Abdulloh, 2026). Islamic-based organizations, such as Islamic educational institutions and banks, are beginning to integrate Islamic values, taqwā, amānah, and adl into leadership practices and digital transformation to create more ethical, transparent, and sustainable governance (Arifin & Kholis, 2025).

Digital platforms are increasingly used for da'wah, strengthening aqidah, and the involvement of the Muslim community. Social media is used to expand religious education and build the community's social, while mosques are beginning to develop into Digital Centers of Excellence that integrate governance, technology, and social services based on Islamic values (Amin et al., 2025; Bin Kaharudin & Rahman Bin Ahmad Dahlan, 2025). Nevertheless, digital transformation in Islamic leadership also faces various challenges, such as the issue of authenticity, commercialization of religion, gender inclusivity, and trust in artificial intelligence-based technology (artificial intelligence) in the context of sharia compliance (Paiman et al., 2026; Wahid & Abdulloh, 2026).

From the perspective of research development, the study of digital leadership and Islamic leadership continues to advance, especially in themes such as virtual leadership, e-leadership, technology management, and social media integration in leadership practice (Karakose et al., 2022; Tillotson, 2025). Bibliometric analysis also shows increasing attention to the relationship between Islam and digital technology. Research on Islamic leadership is important in the contemporary era because it is closely connected to the social, cultural, and religious contexts that shape leadership practices in various organizations (Said et al., 2023). In addition, the study of Islamic leadership has developed along various themes, including leadership styles, ethical values, social justice, organizational adaptability, and Islamic education policy reforms relevant to modern challenges (Arar et al., 2022; Ezzani et al., 2023). Through the SLR approach, researchers can identify dominant themes, research trends, and gaps in the literature that have not been widely explored, such as the lack of geographical representation and limited quantitative research in the study of Islamic leadership (Ahmed, 2023).

Despite the growing body of literature on Islamic leadership, several important gaps remain. Most existing studies have focused on examining the influence of Islamic leadership on organizational outcomes such as employee performance, work motivation, organizational commitment, ethical behavior, and educational effectiveness within specific institutional contexts (Arar et al., 2022; Ezzani et al., 2023). In addition, review studies on Islamic leadership have generally emphasized conceptual discussions or descriptive overviews of the literature, providing limited insights into the intellectual structure, collaboration patterns, and thematic evolution of the field (Ahmed, 2023). Udin (2024) conducted a bibliometric analysis of Islamic leadership research using VOSviewer and successfully identified publication trends and keyword patterns. However, the study primarily focused on descriptive bibliometric indicators and did not integrate bibliometric mapping with a systematic literature review to explain the intellectual foundations, thematic evolution, and emerging research directions of Islamic leadership. Furthermore, although recent studies have highlighted the growing relevance of digital transformation, workplace spirituality, knowledge sharing, and technology-mediated leadership in contemporary organizations, limited attention has been given to understanding how these emerging themes are reshaping the development of Islamic leadership research (Karakose et al., 2022; Tillotson, 2025). Consequently, a comprehensive mapping of the intellectual structure, collaboration networks, thematic evolution, and future research opportunities in Islamic leadership studies remains lacking. Addressing these gaps is essential for understanding how Islamic leadership is evolving from a predominantly normative and ethical construct into a more adaptive and multidimensional leadership framework capable of responding to contemporary organizational challenges in the digital era.

This study aims to analyze and map the development of the concept of Islamic leadership in the digital era through a bibliometric approach combined with a systematic literature review (SLR). This approach is used to identify research trends, publication distribution, collaboration networks, and emerging themes in the literature. In contrast to previous research, Unlike previous bibliometric studies that primarily focused on publication trends and keyword occurrences, this

study integrates bibliometric analysis with a systematic literature review to uncover the intellectual structure, thematic evolution, and emerging research directions of Islamic leadership research. This research contributes to the development of Islamic leadership studies through bibliometric approaches and systematic literature review to map intellectual structures, collaboration patterns, and emerging trends in the context of the digital era. In contrast to previous research, which tends to be conceptual or case-based, this study provides a comprehensive mapping of the global development of Islamic leadership. It identifies future research opportunities related to digital transformation and modern organizations.

This research explores the latest developments in Islamic leadership studies and evaluates their relevance in the contemporary digital era. The research aims to identify key themes, intellectual structures, and future research opportunities related to leadership, organizational behavior, ethics, and digital transformation. To answer these objectives, the research questions asked are as follows:

RQ1: What is the trend of Islamic leadership research development in the scientific literature in the digital era?

RQ2: What is the distribution and publication pattern of Islamic leadership research based on authors, countries, institutions, and journal sources?

RQ3: What are the main themes and emerging trends in Islamic leadership research in the digital era, and what are the implications for future research?

LITERATURE REVIEW

Islamic leadership is a concept deeply rooted in the teachings of the Qur'an and Hadith and has evolved throughout the long history of Islamic civilization. Within the Islamic tradition, leadership is not merely understood as the ability to influence and direct others toward achieving specific goals but also as an *amanah* (trust) that entails moral, social, and spiritual responsibilities. The historical development of Islam demonstrates that leadership has played a significant role in shaping societies, developing educational institutions, and preserving Islamic values across diverse social and cultural contexts. In Southeast Asia, particularly in Indonesia and Malaysia, the tradition of Islamic leadership has evolved through the contributions of *ulama*, Islamic boarding schools (*pesantren*), and Islamic intellectual networks that have contributed to the development of sustainable social, educational, and religious systems (Burhanudin, 2022). These developments suggest that Islamic leadership is not a static concept but rather one that continuously adapts to changing environments and societal needs.

From a contemporary perspective, Islamic leadership is understood as a leadership approach that integrates spiritual values with modern managerial and organizational practices (Ridho, 2019; Putra et al., 2023). Unlike many modern leadership theories that primarily focus on organizational effectiveness or performance outcomes, Islamic leadership incorporates ethical considerations and accountability to Allah SWT as integral components of the leadership process. Consequently, the success of a leader is assessed not only by the achievement of organizational goals but also by the ability to uphold justice, integrity, and the well-being of followers. This concept is reflected in the leadership characteristics of Prophet Muhammad (PBUH), namely *shiddiq* (truthfulness), *amanah* (trustworthiness), *tabligh* (effective communication), and *fathanah* (wisdom and intelligence), which are widely regarded as the fundamental principles of Islamic leadership (Daud et al., 2014; Putra et al., 2023). Furthermore, the concepts of *khalifah*, *imam*, and *ulil amri* emphasize that leadership in Islam encompasses responsibility, service, consultation, and justice in decision-making processes (Kustiawan et al., 2023).

A growing body of research suggests that Islamic leadership has evolved into a comprehensive value system that encompasses the principles of justice (*adl*), trustworthiness (*amanah*), consultation (*shura*), compassion (*rahmah*), and social responsibility (*mas'uliyah*) (Kustiawan et al., 2023; Nasir et al., 2025). These values serve as guiding principles for leaders in fostering harmonious relationships with organizational members while creating fair and transparent working environments. Several studies have also highlighted the close relationship between Islamic leadership and ethical leadership, as both emphasize integrity, honesty,

accountability, and a commitment to collective well-being (Alshehri & Alkhelewi, 2019; Abdul Mutalib et al., 2022). Nevertheless, Islamic leadership possesses a distinctive characteristic in that it incorporates spirituality as a central foundation of the leadership process. As a result, Islamic leadership aims not only to achieve organizational efficiency but also to cultivate organizational cultures that reflect Islamic moral and spiritual values.

Within the literature, scholarly attention to Islamic leadership has expanded beyond normative discussions of leadership values and principles to include its implications for various organizational outcomes. Several studies indicate that Islamic leadership is associated with higher levels of work motivation, job satisfaction, organizational commitment, and employee engagement (Bunyamin et al., 2024; Sodiq et al., 2024). Research further suggests that the application of Islamic leadership principles may contribute to the development of trust, supportive work environments, and a stronger sense of organizational belonging. Studies conducted across various sectors, including education, Islamic banking, and small and medium-sized enterprises, indicate that the implementation of Islamic leadership values may contribute to improved organizational performance through the strengthening of organizational culture and employee well-being (Husti & Mahyarni, 2019; Abdelwahed et al., 2025). Nevertheless, several studies have found that the influence of Islamic leadership on organizational performance often occurs indirectly through mechanisms such as increased job satisfaction, motivation, and organizational commitment (Sodiq et al., 2024). These findings suggest that the relationship between Islamic leadership and organizational performance is complex and influenced by various contextual factors.

Beyond organizational performance, research on Islamic leadership has increasingly examined ethical and workplace spirituality dimensions. In this context, Islamic leadership is often regarded as a form of ethical leadership that may foster work environments grounded in honesty, justice, responsibility, and social concern (Gilani et al., 2024; Bourne & Alanazi, 2025). These values have been associated with the development of workplace spirituality, a condition in which individuals experience meaning in their work and perceive alignment between their personal values and organizational goals. Previous studies indicate that workplace spirituality is associated with higher levels of job satisfaction, organizational commitment, and collaborative behavior, while also contributing to healthier and more productive work environments (Sholikhah et al., 2019; Wulandari et al., 2023). In addition, the integration of spiritual values within organizations has been reported to reduce deviant workplace behavior and encourage innovation and creativity among employees (Bagis et al., 2020; Nora et al., 2024).

The development of Islamic leadership studies has also reflected growing interest in the role of leaders in promoting organizational learning and knowledge sharing. From an Islamic perspective, knowledge sharing is viewed as a form of social contribution grounded in the values of honesty, trustworthiness, and cooperation for the benefit of society. Existing studies suggest that Islamic leadership may encourage knowledge-sharing behavior through the enhancement of organizational commitment, interpersonal trust, and employee self-efficacy (Sodiq et al., 2026). Furthermore, research indicates that leadership grounded in Islamic values may support the development of organizational cultures that encourage open communication, collaboration, and continuous learning (Javaid et al., 2018; Chaudhary et al., 2023). These findings suggest that Islamic leadership functions not only as an ethical and spiritual approach but also as a mechanism that may facilitate organizational capacity development in increasingly dynamic environments.

In recent years, digital transformation has emerged as one of the most significant issues affecting leadership practices across organizations. Advances in digital technologies, artificial intelligence, information systems, and virtual communication have transformed the ways organizations operate, interact, and make decisions. These developments require leaders to adapt to technological change while maintaining ethical and responsible organizational governance. In this context, several studies argue that Islamic leadership remains relevant because its fundamental values, such as trustworthiness, justice, transparency, and accountability, may provide a foundation for addressing the challenges of digitalization (Arifin & Kholis, 2025; Wahid & Abdulloh, 2026). Research has also indicated that Islamic organizations have begun integrating digital technologies into various activities, including education, da'wah, organizational governance, and Islamic financial services (Amin et al., 2025). At the same time, digital transformation has introduced new

challenges related to digital ethics, data security, privacy, and the use of artificial intelligence, all of which require leadership approaches that are both adaptive and grounded in Islamic values.

Although research on Islamic leadership continues to expand, the majority of existing studies remain focused on the relationship between Islamic leadership and organizational performance, work motivation, job satisfaction, and organizational commitment. Meanwhile, emerging themes such as digital transformation, workplace spirituality, knowledge sharing, and leadership adaptation to technological change remain relatively underexplored and have not yet been systematically mapped. Furthermore, most existing studies employ conceptual or empirical approaches within specific organizational contexts, providing limited insight into the broader intellectual structure, collaboration patterns, thematic evolution, and overall development of Islamic leadership research. Therefore, a bibliometric analysis combined with a systematic literature review is needed to identify publication trends, dominant themes, collaboration networks, and future research opportunities. Such an approach is expected to provide a more comprehensive understanding of the development of Islamic leadership studies while highlighting emerging themes relevant to addressing organizational challenges in the digital era. To provide a clearer understanding of the conceptual foundations of Islamic leadership, Table 1 summarizes key definitions and characteristics identified in the literature.

Table 1. Conceptual Definitions and Characteristics of Islamic Leadership

Yes	Defining Factors of Islamic Leadership	Reference
1	Islamic leadership is conceptualized through the concept of a caliphate that unites religious and world affairs under Islamic law	(Ridho, 2019)
2	Islamic leadership is a leadership style based on spiritual values that builds trust, shares knowledge, and motivates employees according to the principles of the Qur'an and Sunnah	(Abdul Wahid et al., 2019)
3	Islamic leadership is a mandate that emphasizes the accountability of leaders to followers and to Allah	(Putra et al., 2023)
4	Islamic leadership is the process of influencing the members of an organization through cooperation and voluntary participation to achieve a common goal.	(Kadir & Umiarso, 2023)
5	Islamic leadership is a leadership style based on Islamic principles with the main characteristics of shiddiq, amānah, tabligh, and fathanah.	(Wulandari et al., 2023)
6	Islamic leadership is the ability to lead based on Sharia values that emphasize justice, integrity, and wisdom to achieve organizational goals and social benefits.	(Kustiawan et al., 2023)
7	Islamic leadership is a social-emotional process that motivates and supports members to achieve organizational goals.	(Sodiq et al., 2024)
8	Sharia-based transformational leadership emphasizes ethical values and motivation that increase work engagement and organizational performance.	(Marzuki et al., 2025)
9	Islamic leadership is based on the principles of trust, justice, and fiqh siyasah, which emphasizes moral standards and the accountability of leaders.	(Santono et al., 2025)
10	Islamic leadership is seen as a mandate from God that demands integrity, justice, and accountability, in accordance with the prophetic model.	(Nasir et al., 2025)

METHOD

This study employed a Systematic Literature Review (SLR) combined with bibliometric analysis to comprehensively examine the development of Islamic leadership research. The integration of these approaches enables both quantitative mapping of the literature and qualitative interpretation of emerging themes, thereby providing a more comprehensive understanding of the intellectual structure of the field. The Scopus database was selected as the primary source of data because it is one of the largest and most reputable international databases of peer-reviewed scientific publications. Scopus provides extensive coverage across disciplines and offers high-

quality metadata suitable for bibliometric analysis. Data collection was conducted on May 7, 2026, using the keyword TITLE-ABS-KEY "Islamic leadership". The search was limited to publications published between 2010 and 2025 to capture the contemporary development of Islamic leadership research while ensuring the relevance of the literature to current organizational and technological contexts.

The article selection process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, consisting of identification, screening, eligibility, and inclusion stages. The initial search yielded 1,880 records. Following subject-area filtering within Social Sciences, Business, Management and Accounting, 1,454 records remained. Subsequent screening of titles and abstracts identified 103 potentially relevant studies. After applying the inclusion and exclusion criteria, including publication type, language, relevance to Islamic leadership, and data completeness, 69 articles were retained for final analysis. The inclusion and exclusion criteria were established to ensure the quality and relevance of the reviewed literature. Only English-language journal articles indexed in Scopus and explicitly focusing on Islamic leadership were included. Conference papers, book chapters, books, review articles, editorials, notes, and publications outside the specified period were excluded.

Metadata from the selected articles were exported from Scopus in CSV format and processed using VOSviewer software (version 1.6.20). Bibliometric mapping was conducted using a minimum threshold of two keyword occurrences to ensure sufficient connectivity among nodes while minimizing isolated terms with limited analytical significance. The threshold was selected to provide a balanced visualization of thematic relationships within the dataset. The inclusion and exclusion criteria applied during the article selection process are presented in Table 2.

Table 2. Inclusion and Exclusion Criteria

Criteria	Inclusions	Exclusion
Time Range	Articles published between 2010–2025	Articles published outside of that range
Language	English articles	Articles in languages other than English
Document Type	Scientific journal articles (research articles)	Book chapter, buku, review, conference paper, note, dan editorial
Topics	Articles focused on Islamic leadership	Articles that are not relevant to the topic of Islamic leadership
Data Source	Articles indexed in the Scopus database	Articles not indexed in Scopus

Table 2 presents the inclusion and exclusion criteria used to ensure that the analyzed articles are relevant and of high quality, aligned with the research objectives. The selected data is then extracted as metadata for further analysis. The bibliometric analysis consisted of four complementary techniques. First, co-authorship analysis was conducted to identify collaboration patterns among authors, institutions, and countries. Second, co-occurrence analysis of author keywords was performed to explore thematic structures and emerging research topics. Third, citation analysis was used to identify influential publications and intellectual foundations within the field. Fourth, overlay visualization was employed to examine the temporal evolution of research themes and detect emerging research trends.

Following the bibliometric mapping, a systematic literature review was undertaken to interpret the findings and synthesize the major themes identified through the network analyses. The integration of bibliometric analysis and SLR enabled the development of a conceptual framework illustrating the relationships among Islamic leadership, ethical leadership, organizational performance, workplace spirituality, knowledge sharing, and digital transformation.

Thus, this approach enables the study not only to map the existing literature but also to reveal the scientific structure and research trajectories of Islamic leadership in greater depth. The flowchart of the article identification and selection process based on the PRISMA guidelines is presented in Figure 1.

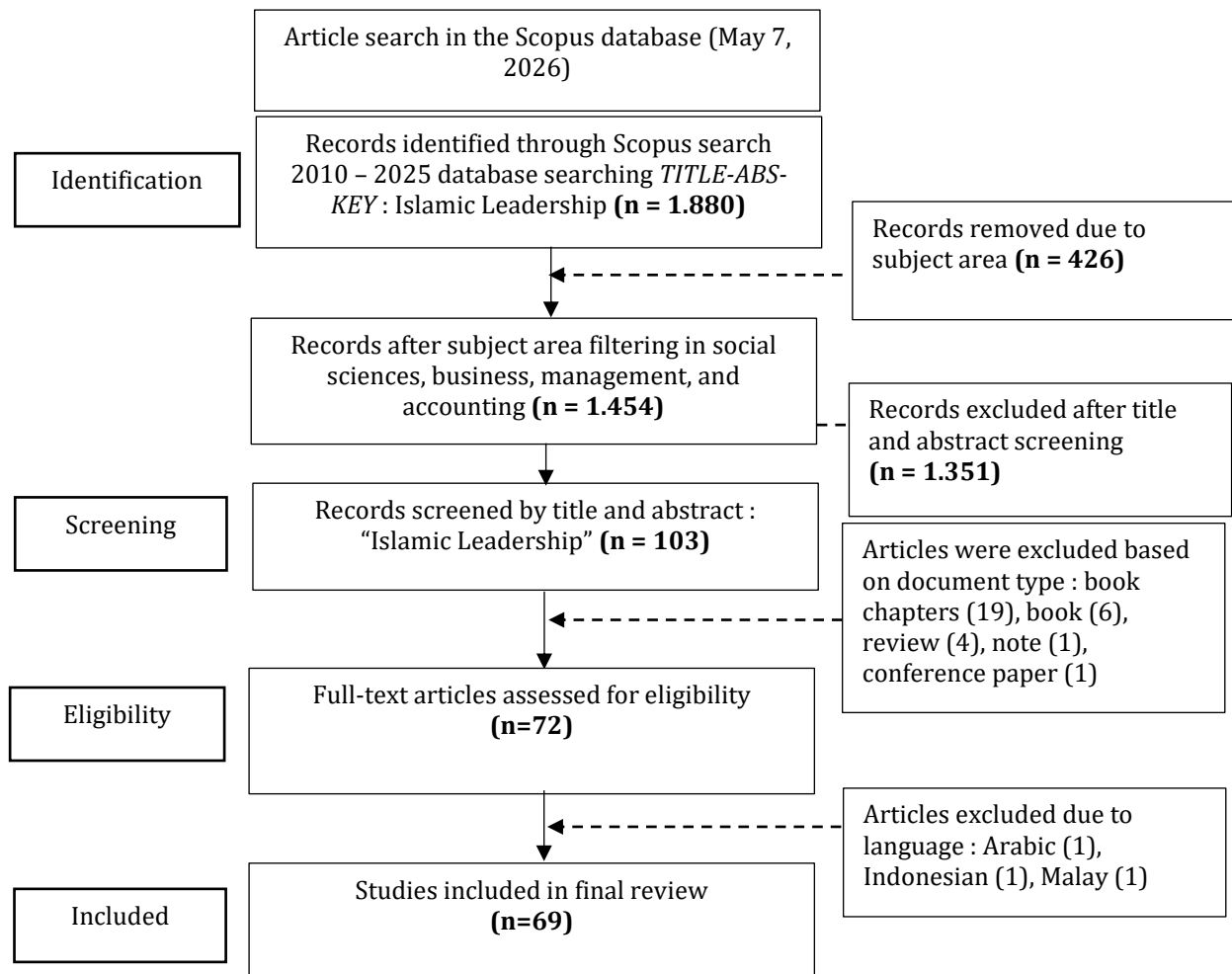


Figure 1. Systematic Literature Review information flow using PRISMA

Based on Figure 1, the literature collection process in this study follows the PRISMA framework. Data was obtained through the Scopus database on May 7, 2026, using the keyword TITLE-ABS-KEY "Islamic Leadership". The initial search results yielded 1,880 articles. After filtering based on subject area, review of titles and abstracts, document type, and language criteria, 69 articles were obtained. Thus, the final number of articles used in this study is 69.

RESULTS AND DISCUSSION

RQ1: How is the Development of Islamic Leadership Research in the Digital Era?

Based on data analysis from the Scopus database, research on Islamic leadership has exhibited a fluctuating trend but has shown a notable increase in recent years. As illustrated in Figure 2, between 2010 and 2017, the number of publications remained relatively low and stable, ranging from one to four publications per year. This indicates that studies on Islamic leadership during this period were still limited and had not yet become a major focus of academic research.

The increase first became evident in 2018 and reached a significant peak in 2019, recording the highest number of publications during that period. However, the number of publications declined in 2020–2021, possibly due to the impact of the COVID-19 pandemic and shifts in global research priorities. Since 2022, publication output has increased consistently, reaching its highest level in 2025. This trend suggests that Islamic leadership has gained growing attention in academic studies, particularly amid the challenges of modern organizations, digital transformation, and the increasing demand for ethical and spiritual leadership. Therefore, Islamic leadership remains a relevant topic with considerable potential for further development.

The development of Islamic leadership research from 2010 to 2025 can be observed through annual publication trends, which reflect the dynamics of growth in the number of articles

indexed in the Scopus database. The visualization presented in Figure 2 demonstrates both fluctuations and an overall upward trend in publication output over time.

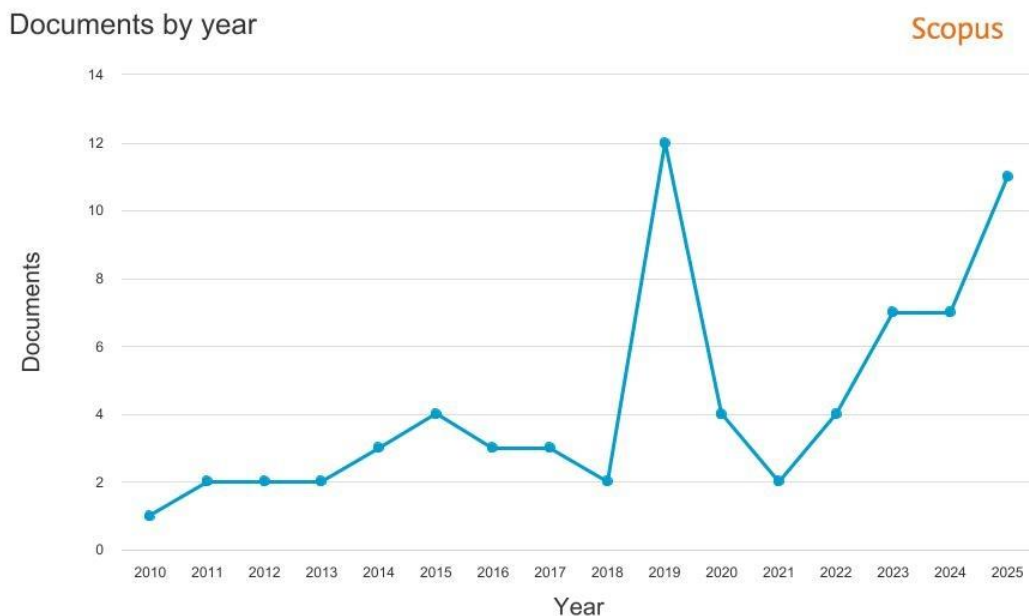


Figure 2. Trends in Islamic Leadership Research Publications by Year (2010–2025)

The increasing number of publications indicates that Islamic leadership studies are not only theoretically relevant but also have practical implications for organizations, education, and society. This trend reflects growing academic interest in the application of Islamic leadership values amid global dynamics, digital transformation, and changes in modern work environments. Consequently, Islamic leadership has emerged as a dynamic, adaptive, and relevant approach for fostering positive work behavior, organizational sustainability, and the strengthening of moral values in the digital era.

This development is consistent with the findings of [Burhanudin \(2022\)](#), who argued that Islamic leadership continues to evolve in response to changes in the social and institutional contexts of Muslim societies. Furthermore, the increasing number of publications suggests that Islamic leadership is no longer viewed solely as a normative concept but has also developed into an empirical research domain across various fields, including education, management, and Islamic finance.

RQ2: What are the patterns of distribution and publication of Islamic leadership research based on authors, countries, institutions, and journal sources?

The distribution analysis of Islamic leadership research was conducted to identify patterns of scholarly contributions based on countries, institutional affiliations, publication sources, and authors. Understanding these distribution patterns is important for providing insights into the development and future direction of Islamic leadership research.

Based on the analysis of 69 articles retrieved from the Scopus database and classified according to publication year, country, institution, author, and journal source, Islamic leadership research demonstrates considerable development with contributions from a wide range of countries. Moreover, the growing academic interest in this topic indicates that Islamic leadership has become an important area of investigation within the contexts of organizations, organizational behavior, work ethics, and other contemporary issues.

According to the distribution of publications by country, Indonesia and Malaysia are the leading contributors to Islamic leadership research, followed by the United Kingdom, Australia, Pakistan, Saudi Arabia, Egypt, the Netherlands, and the United States. As illustrated in Figure 3, publications are distributed across Asia, Europe, Australia, and the Americas. This distribution indicates that Islamic leadership research is not only developing in Muslim-majority countries but is also gaining increasing attention in non-Muslim countries.

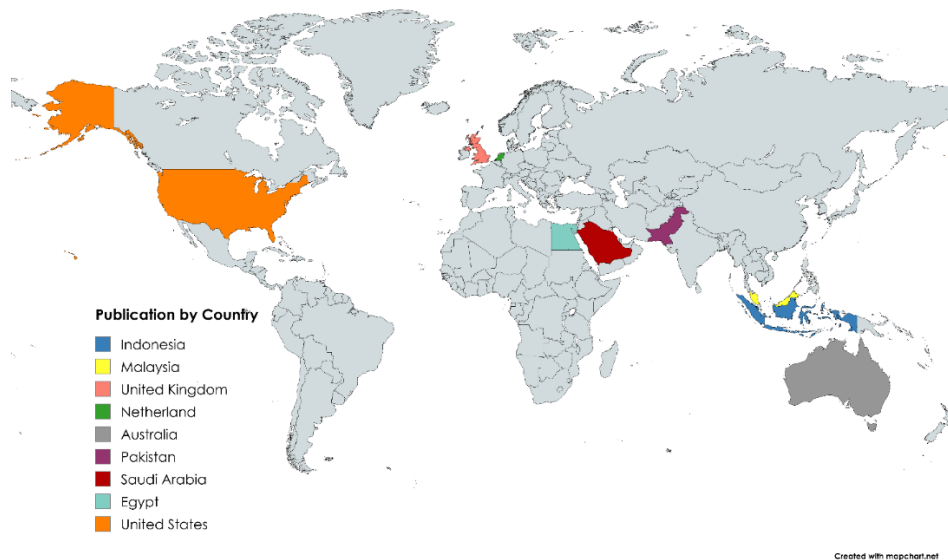


Figure 3. Distribution of Islamic Leadership Publications by Country (2010–2025)

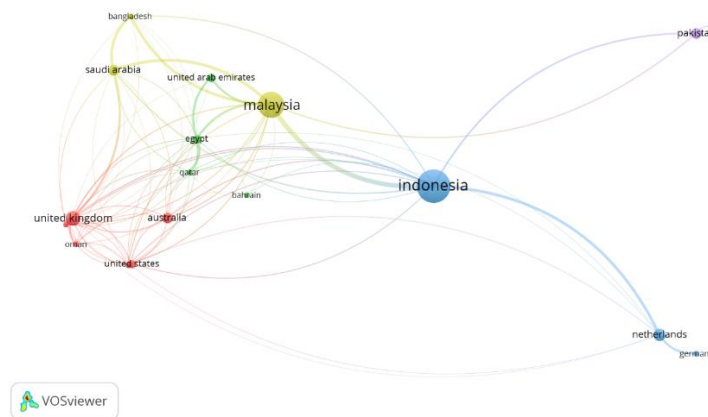
The analysis of the distribution of Islamic leadership research was conducted to identify patterns of scientific contributions based on several categories, such as countries, institutional affiliations, publication sources, and authors, using the classification of the highest number of articles in each category. Understanding this distribution is important for providing an overview of the direction of future research.

First, the distribution of research by geographical area shows that the study of Islamic leadership is developing in various regions of the world, although certain countries dominate it. Based on the visualization in Figure 3, Indonesia and Malaysia are the main contributors to Islamic leadership publications, followed by the United Kingdom, Australia, Pakistan, Saudi Arabia, Egypt, the Netherlands, and the United States. The distribution of publications seen in Asia, Europe, Australia, and America shows that the study of Islamic leadership is not only developing in Muslim-majority countries but also starting to gain attention in various non-Muslim countries. These findings indicate that Islamic leadership has emerged as a relevant field of study in the context of modern organizations, leadership ethics, and cross-cultural social dynamics.

These findings are consistent with [Arar et al. \(2022\)](#), who emphasized the growing international interest in Islamic-based leadership studies across diverse educational and organizational settings. The geographical spread identified in the present study further demonstrates that Islamic leadership is increasingly examined beyond Muslim-majority countries, reflecting its broader relevance in global leadership discourse.

The dominance of Indonesia and Malaysia indicates that Islamic leadership research continues to be strongly rooted in regions with rich Islamic educational traditions and sociocultural environments that support the development of value-based leadership studies. The strong contribution of these countries may also be associated with the rapid growth of Islamic higher education institutions and increasing scholarly attention to leadership issues in Muslim societies. At the same time, the participation of countries such as the United Kingdom, the Netherlands, and Australia suggests that Islamic leadership is gaining recognition as a leadership framework with relevance beyond religious and geographical boundaries. This broader engagement highlights the potential of Islamic leadership to contribute to discussions on ethics, organizational sustainability, and digital transformation in diverse global contexts.

To further understand how countries interact in the development of Islamic leadership scholarship, a country collaboration network analysis was conducted using VOSviewer, as presented in Figure 4.



Source: Output VOSviewer software

Figure 4. Country Collaboration Network

Figure 4 shows that the study of Islamic leadership is not only developing in Muslim-majority countries but also involving non-Muslim countries in a global collaborative network. Indonesia and Malaysia are the main centers of research collaboration with high connectivity to other countries such as Saudi Arabia, the United Kingdom, Australia, the United Arab Emirates, and the Netherlands. The involvement of European countries such as the Netherlands, Germany, and the United Kingdom demonstrates that Islamic leadership has cross-cultural relevance and is developing into a collaborative, multidisciplinary field in the context of modern organizations and the digital age.

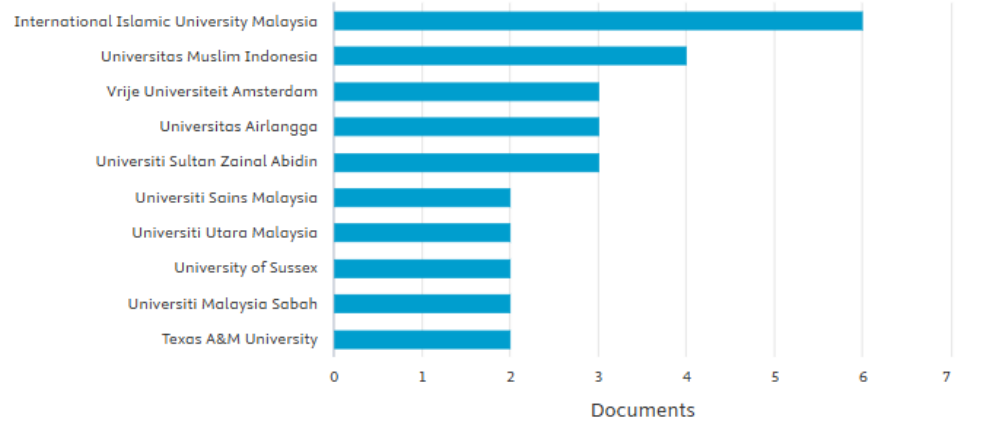
This pattern supports [Ahmed \(2023\)](#), who found that leadership research in Muslim societies has increasingly attracted international scholarly attention and interdisciplinary collaboration. The present findings extend this observation by demonstrating the emergence of broader cross-national collaboration networks in Islamic leadership research.

Furthermore, the distribution of Islamic leadership research by institutional affiliation shows that a few universities dominate the field. The analysis of institutional affiliation provides an overview of the main centers for the development of Islamic leadership studies at the global level. Based on the analysis, the International Islamic University Malaysia ranks first with the highest number of publications, namely 6 articles. Furthermore, the Indonesian Muslim University ranks second with 4 articles. Several other institutions, such as Vrije Universiteit Amsterdam, Universitas Airlangga, and Universiti Sultan Zainal Abidin, each contributed 3 articles.

In addition, Universiti Sains Malaysia, Universiti Utara Malaysia, University of Sussex, Universiti Malaysia Sabah, and Texas A&M University contributed 2 articles each. These findings show that higher education institutions, particularly in Southeast Asia, play an important role in developing Islamic leadership research. The dominance of universities in Indonesia and Malaysia indicates that this study is growing rapidly in academic environments closely aligned with Islamic values, as well as in international institutions in Europe and America. A visualization of the distribution of institutional affiliations is presented in Figure 5.

Documents by affiliation

Compare the document counts for up to 15 affiliations.

**Figure 5.** Institutional Network Visualization

The distribution of publications on Islamic leadership indicates that this field has developed not only within academic institutions in Muslim-majority countries, such as Indonesia and Malaysia, but also in non-Muslim countries. This finding underscores that Islamic leadership is a universal and relevant field of study across diverse geographical regions. Furthermore, higher education institutions play a strategic role in advancing the literature, fostering international collaboration, and integrating Islamic leadership with contemporary issues, such as digital transformation and changes in modern work environments.

Based on Table 2, the distribution of Islamic leadership publications by journal source reveals that this topic has been published across a wide range of international journals with diverse areas of focus, including Islamic management, social studies, technology, and Islamic studies. This suggests that Islamic leadership has emerged as a multidisciplinary field that continues to attract scholarly attention across various academic disciplines. Several journals, including the International Journal of Islamic and Middle Eastern Finance and Management, Al Shajarah, Asian Social Science, Islamic Quarterly, and the International Journal of Scientific and Technology Research, have each contributed two publications to this body of literature.

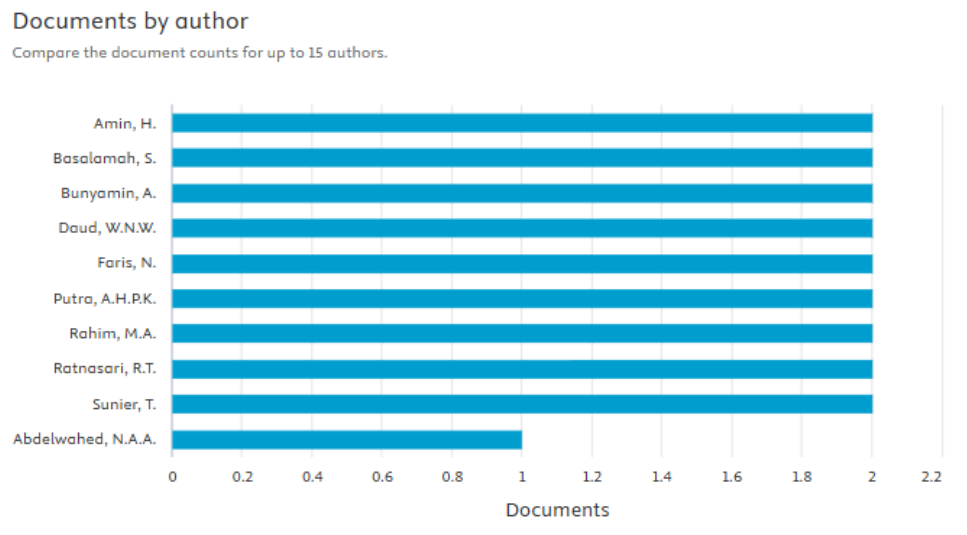
Overall, the relatively balanced distribution of publications indicates that Islamic leadership research is not concentrated within a single journal but is disseminated across a variety of international scholarly sources. This finding suggests that the field is still evolving and holds significant potential for further expansion through more collaborative and interdisciplinary approaches in the future. Table 2 presents the list of journals along with the number of publications indexed in the Scopus database.

Table 2. Distribution of Islamic Leadership Publications Based on Journal Sources

Rank	Source Title	Documents
1	International Journal of Islamic and Middle Eastern Finance and Management	2
2	Al Shajarah	2
3	Asian Social Science	2
4	Islamic Quarterly	2
5	International Journal of Scientific and Technology Research	2

Furthermore, the distribution of Islamic leadership research by author demonstrates a relatively balanced pattern of scholarly contributions. This analysis was conducted to identify the authors who have contributed to the development of Islamic leadership studies. The results indicate that no single author has established a significant dominance in the field. Several authors, including Amin, H., Basalamah, S., Bunyamin, A., Daud, W.N.W., Faris, N., Putra, A.H.P.K., Rahim, M.A., Ratnasari, R.T., and Sunier, T., have each contributed two publications.

These findings suggest that Islamic leadership research remains an emerging field, with contributions distributed across a diverse group of scholars rather than concentrated within a particular academic circle. This condition indicates that the study of Islamic leadership continues to offer substantial opportunities for further development by researchers from various disciplines and countries. Moreover, the relatively balanced distribution of author contributions reflects the development of Islamic leadership research as a collective scholarly endeavor involving researchers from diverse academic backgrounds. Such diversity enriches perspectives on Islamic leadership studies and supports the advancement of the field in the context of contemporary and digital-era challenges. The distribution of author contributions is illustrated in Figure 6.



Sources: Scopus database

Figure 6. Count of publications by author (top 10 authors)

RQ3: What are the main themes, emerging trends, and theoretical and practical implications of Islamic leadership studies, particularly in the context of the digital era?

The analysis in this study was conducted on articles retrieved from the Scopus database using VOSviewer to identify thematic patterns and developmental directions in Islamic leadership research. The findings reveal that “Islamic leadership” serves as the central theme and is closely associated with topics such as employee performance, leadership, motivation, organizational culture, and Islamic management. These results suggest that previous studies have primarily focused on enhancing employee performance, work motivation, organizational culture, and organizational effectiveness. Furthermore, its association with themes such as ethics, organizational climate, and public management indicates that Islamic leadership research has also expanded into the domains of ethics and organizational governance.

The analysis also highlights several emerging trends, including digital transformation, transformational leadership, workplace spirituality, knowledge-sharing behavior, and Islamic work motivation. The emergence of these themes reflects a shift in research focus from traditional leadership approaches toward the integration of Islamic leadership with digital transformation, organizational innovation, and modern workplace dynamics. These findings suggest that Islamic leadership has evolved from a predominantly normative approach into a more contextual, adaptive, and relevant framework for addressing contemporary organizational challenges in the digital era.

Keyword Analysis

The development of Islamic leadership research can also be examined through the relationships among co-occurring keywords and the distribution of keywords used by authors. Figure 7 presents the keyword co-occurrence network visualization, while Table 3 provides a list of author keywords along with their link strengths within the Islamic leadership research domain.

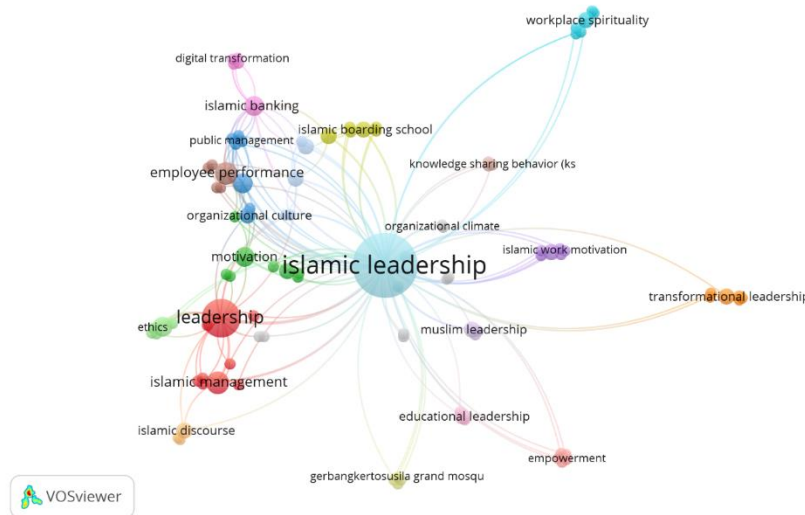


Figure 7. Visualization of Keyword Network (Co-occurrence) in Islamic Leadership Research

Table 3. Keywords by authors

Rank	Keyword	Total link strength
1	islamic leadership	39
2	leadership	13
3	employee performance	8
4	job satisfaction	8
5	islamic banking	7
6	islamic management	7
7	islamic work ethics	6
8	motivation	6
9	organizational commitment	6
10	work motivation	5

Source: Output VOSviewer software

Based on the author's keyword analysis, as shown in Table 3 and Figure 7, several main themes dominate the study of Islamic leadership. The keyword "Islamic leadership" ranks first, with a total link strength of 39, followed by "leadership" (13). This shows that the main focus of research remains on the concept of leadership in an Islamic perspective. In addition, keywords such as employee performance (8), job satisfaction (8), and motivation (6) show that Islamic leadership research is widely associated with improving performance, job satisfaction, and employee motivation in organizations. Furthermore, the keywords Islamic banking (7), Islamic management (7), and Islamic work ethics (6) show that the study of Islamic leadership is also developing in the context of management and industry based on Islamic values. Meanwhile, themes such as organizational commitment (6) and work motivation (5) indicate that previous research has placed more emphasis on the relationship between Islamic leadership and organizational behavior and work effectiveness.

These findings are consistent with [Udin \(2024\)](#), who identified organizational effectiveness, employee performance, and management-related issues as dominant themes within Islamic leadership research. The prominence of job satisfaction, motivation, and organizational commitment in the present study further confirms that scholars frequently examine Islamic leadership through its contribution to employee outcomes and organizational performance.

Overlay Analysis

The network visualization in Figure 8 shows that Islamic leadership is a central node, connected to various themes across several research clusters, including leadership, organizational management, work ethics, and employee behavior. This shows that the study of Islamic leadership is multidisciplinary and does not focus solely on Islam's normative aspects. However, themes

related to digitalization and technological transformation have not yet emerged dominantly, thus showing that there are great research opportunities to develop Islamic leadership studies that are more contextual, adaptive, and relevant to the challenges of modern organizations in the digital era

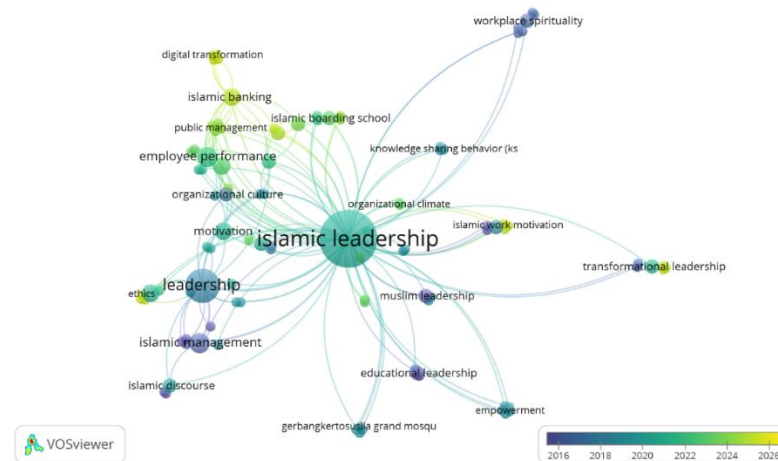


Figure 8. Overlay Visualization of themes in Islamic Leadership

The overlay visualization in Figure 8 was generated from metadata analysis using VOSviewer. In this visualization, the color on each node shows the development of the time of the emergence of the research theme in the study of Islamic leadership. Blue indicates an earlier theme researched, while green to yellow indicates a newer and evolving theme in recent years.

Based on this visualization, the initial themes in Islamic leadership research were leadership, Islamic management, Islamic discourse, educational leadership, and workplace spirituality, which emerged during the 2016–2019 period. These themes show that the initial research focuses more on normative aspects, Islamic values, and leadership in the context of organization and education. Furthermore, during the 2020–2022 period, research began to develop on themes such as employee performance, motivation, organizational culture, organizational climate, and knowledge-sharing behavior. This shows a shift in research focus towards organizational behavior, work effectiveness, and human resource development from an Islamic leadership perspective.

Meanwhile, newer and emerging trends are seen in keywords such as digital transformation, transformational leadership, Islamic work motivation, Islamic boarding school, and Islamic banking, which are shown in green to yellow. The emergence of these themes indicates that the study of Islamic leadership is beginning to be integrated with the issues of digital transformation, organizational innovation, and modern organizational dynamics in the digital era. This finding aligns with [Karakose et al. \(2022\)](#), who demonstrated that digital transformation and digital leadership have become rapidly expanding themes in contemporary leadership research. The emergence of similar themes within Islamic leadership studies suggests an ongoing effort to integrate Islamic leadership values with technological adaptation and innovation-oriented organizational practices. Thus, this overlay visualization shows that Islamic leadership research has evolved from a normative to a more contextual, adaptive, and multidisciplinary approach. These findings also point to future research opportunities, particularly in integrating Islamic leadership with digital transformation, technology, and changes in the modern organizational environment.

Based on the results of a bibliometric analysis and a systematic literature review, research on Islamic leadership shows that this concept not only focuses on aspects of spiritual and moral leadership but also extends to various dimensions of modern organizations. The study's findings indicate that Islamic leadership is strongly linked to spiritual values, ethics, organizational performance, and adaptation to digital transformation. In addition, the development of the modern work environment has encouraged the emergence of new themes, such as workplace spirituality, knowledge sharing, and digital transformation, as part of the evolution of Islamic leadership studies.

These findings extend previous reviews conducted by [Arar et al. \(2022\)](#) and [Ahmed \(2023\)](#), which primarily emphasized the ethical, spiritual, and educational dimensions of Islamic

leadership. In contrast, the present study demonstrates that recent Islamic leadership research increasingly incorporates workplace spirituality, knowledge sharing, organizational performance, and digital transformation, reflecting a broader and more multidisciplinary research landscape.

In this context, leaders are not only required to possess the basic characteristics of Islamic leadership, such as amanah, shiddiq, tabligh, and fathanah, but also the ability to adapt to technological changes, build a collaborative organizational culture, and enhance the motivation and performance of organizational members. Therefore, this study develops a conceptual framework of Islamic leadership based on a mapping of the literature that describes the relationship between the core values of Islamic leadership and the dimensions of contemporary organizations in the digital era. The conceptual framework is presented in Figure 9.



Source: Developed by the authors based on bibliometric and systematic literature review analysis using VOSviewer

Figure 9. Conceptual Framework of Islamic Leadership in the Digital Era.

Figure 9 shows that Islamic leadership is grounded in Islamic spiritual and moral values and is also integrated with various dimensions of modern organizations. In an Islamic perspective, leadership is understood as a person's ability to influence, direct, and foster cooperation in accordance with the principles of the Qur'an and Hadith. This concept emphasizes the importance of the main character of the leader, such as amanah (trust), Shiddiq (To be honest, tabligh (communicative), and Fathanah (intelligence), which is the foundation in building ethical and responsible leadership (Bunyamin et al., 2024). In addition to being oriented toward achieving organizational goals, Islamic leadership also emphasizes a balance among spiritual, social, and professional aspects within the organization. These values are reflected in the dimensions of spiritual values and ethical leadership, which are the main foundations in building organizational integrity, justice, and accountability. Meanwhile, the organizational performance dimension indicates that Islamic leadership is associated with improved employee performance, job satisfaction, and organizational commitment.

In the digital era, the concept of Islamic leadership has become increasingly adaptive through its integration with digital transformation, workplace spirituality, and knowledge sharing. This development suggests that Islamic leaders are expected not only to uphold strong moral and spiritual values but also to possess the capacity to navigate technological change, foster collaborative communication, and create innovative and meaningful work environments. Consequently, this conceptual framework underscores the evolution of Islamic leadership into a leadership model that is highly relevant to the challenges of modern organizational dynamics and digital transformation.

Overall, the conceptual framework consists of six major dimensions: spiritual values, organizational performance, ethical leadership, knowledge sharing, workplace spirituality, and

digital transformation. These six dimensions are discussed in greater detail in the following sections.

Spiritual Value

Spiritual values are a fundamental dimension in Islamic leadership because they form the foundation of ethics, morals, and leadership behavior sourced from the Qur'an, Hadith, and the example of the Prophet Muhammad PBUH (Babali, 2025; Bourne & Alanazi, 2025). In Islamic leadership, spiritual values emphasize principles such as tawhīd (oneness of Allah), Amānah (Trust), 'adl (justice), iḥsān (perfection), and Shūrā (deliberation), which are guidelines for leaders in implementing justice, accountability, integrity, and collective decision-making (Alshehri & Alkhelewi, 2019; Ibrahim et al., 2025). Leaders are also required to emulate prophetic characteristics such as Shiddiq (Honesty), Trust (trustworthiness), fathonah (intelligence), and Tabligh (communication), which play an important role in building ethical and trustworthy organizational governance (Mohamed et al., 2021; Muhammad et al., 2019). In addition, the spiritual value of Islamic leadership contributes to the well-being of the organization and society by increasing work motivation, job satisfaction, organizational resilience, and sustainable performance by integrating organizational goals with Islamic ethical principles (Astuti et al., 2020). Although it shares similarities with servant leadership and other models of spiritual leadership, Islamic leadership has distinctive characteristics, integrating religious and spiritual values into all aspects of organizational governance and management (Abdul Mutalib et al., 2022).

Organizational Performance

Islamic leadership has a strong relationship with organizational performance because it is grounded in Islamic values such as justice, wisdom, Trust (amanah), deliberation (shura), and spirituality, which can build an ethical and responsible organizational culture. Research shows that Islamic leadership has a positive and significant influence on work performance, employee engagement, and increased work motivation, thereby contributing to organizational success (Abdelwahed et al., 2025; Naser et al., 2018). In addition, Islamic leadership increases organizational commitment and employee happiness by applying spiritual values and an organizational culture in harmony with Islamic principles, thereby sustainably enhancing productivity and organizational performance (Setiawan & Khoiriyah, 2026). In the context of small and medium enterprises (SMEs), Islamic leadership can even increase innovation and competitive advantage, thereby indirectly strengthening organizational performance (Husti & Mahyarni, 2019). Therefore, applying Islamic leadership principles to human resource management practices and organizational development is important for creating a fair, collaborative, and productive work environment in line with Islamic values (Azmi, 2015).

Ethical Leadership

Ethical leadership in the context of Islamic leadership emphasizes moral values, integrity, justice, accountability, and social concern, grounded in Islamic teachings. This concept not only focuses on ethical behavior within the organization but also integrates spiritual dimensions such as Trust, caliphate, and responsibility to Allah into the leadership process (Bourne & Alanazi, 2025; Gilani et al., 2024). In practice, Islamic leadership encourages leaders to apply the principles of justice (adl), affection (Rahmah), and benefit (maslahah) to create an inclusive, harmonious, and well-being-oriented work environment (Puspa, 2026; Thoha et al., 2025). In addition, the application of Islamic values-based ethical leadership is proven to be related to the improvement of Islamic work ethics, knowledge-sharing behavior, and employee performance in the organization (Hayati & Caniago, 2025; Udin, 2024). Thus, Islamic leadership can be understood as a form of ethical leadership that integrates universal leadership values with Islamic spiritual and moral principles.

Knowledge Sharing

Knowledge sharing in the context of Islamic leadership is a behavior driven by Islamic ethical and spiritual values, such as honesty, Trust, and cooperation, to create a collaborative and transparent work environment. Research shows that Islamic leadership positively affects

knowledge sharing by increasing organizational commitment, self-efficacy, and the implementation of Islamic work ethics within the organization (Sodiq et al., 2026). In addition, leadership styles such as authentic and paternalistic leadership, which are in harmony with Islamic values, have been shown to strengthen knowledge-sharing behavior and increase organizational effectiveness (Chaudhary et al., 2023; Javaid et al., 2018). Thus, Islamic leadership not only serves as an ethical and spiritual approach but also as a managerial strategy to support knowledge sharing and sustainable organizational development.

Workplace spirituality

Workplace spirituality in the context of Islamic leadership is a working condition that emphasizes the meaning of work, spiritual values, togetherness, and ethical behavior based on Islamic principles. Islamic leadership plays a role in building a spiritual work environment by applying the values of honesty, fairness, responsibility, and social care, which can increase motivation, job satisfaction, organizational commitment, and employee performance (Sholikhah et al., 2019; Wulandari et al., 2023). In addition, integrating Islamic spiritual values into leadership has been shown to foster a positive work culture, reduce workplace deviance, and encourage innovation and collaboration within the organization (Bagis et al., 2020; Nora et al., 2024). Thus, workplace spirituality and Islamic leadership are interrelated in forming an ethical, meaningful, and well-being-oriented work environment for the organization and employees.

Digital Transformation

Digital transformation in the context of Islamic leadership is the process of integrating digital technology with Islamic values such as amanah, taqwā, and 'adl to improve organizational effectiveness, transparency, and quality of decision-making. Research shows that Islamic leadership plays an important role in driving digital transformation through the implementation of transformational leadership, the use of digital media, and strengthening the culture of sharia-based organizations in the Islamic education and banking sectors (Astiti et al., 2025). In addition, digital transformation supports improved employee performance, organizational agility, and community involvement, but still requires ethical governance in accordance with Sharia principles to address privacy challenges, digital risks, and changes in the modern work environment (Shehadeh et al., 2024; Wahid & Abdulloh, 2026).

Overall, the results of the bibliometric analysis and systematic literature review conducted in this study provide a comprehensive overview of the development of Islamic leadership research from 2010 to 2025. In addressing RQ1, the findings reveal a consistent growth trend in Islamic leadership research, particularly since 2022, reflecting the increasing relevance of this topic within the context of modern organizational dynamics and the digital era. In response to RQ2, the distribution of research is predominantly concentrated in Indonesia and Malaysia, with collaboration networks increasingly expanding to non-Muslim countries, indicating that Islamic leadership has evolved into a universal and cross-cultural field of inquiry. Regarding RQ3, the thematic analysis demonstrates that Islamic leadership extends beyond spiritual and ethical dimensions and has evolved to address challenges related to organizational behavior, innovation, and digital transformation.

Taken together, these findings affirm that Islamic leadership represents a relevant and adaptive leadership approach with significant potential for further development, particularly in integrating Islamic values with the evolving leadership demands of the digital era.

CONCLUSION

This study provides a comprehensive mapping of the development of Islamic leadership research through the integration of bibliometric analysis and Systematic Literature Review (SLR) using Scopus-indexed publications from 2010 to 2025. The findings indicate that Islamic leadership has evolved into a growing and increasingly influential field of research, particularly in relation to employee performance, job satisfaction, organizational commitment, motivation, and Islamic work ethics. The publication trend demonstrates a significant increase in scholarly attention in recent years, reflecting the continued relevance of Islamic leadership in addressing contemporary

organizational challenges. The bibliometric analysis reveals that Southeast Asian countries, particularly Indonesia and Malaysia, serve as the primary centers of knowledge production in Islamic leadership research. At the same time, increasing contributions from Europe, Australia, and the Americas indicate the expanding global relevance of Islamic leadership as a field of study. The collaboration networks further demonstrate the emergence of Islamic leadership as a multidisciplinary and internationally connected research domain.

One of the most significant findings of this study is the identification of a thematic transition from traditional and normative discussions of Islamic leadership toward more contextual and organizationally oriented perspectives. Emerging themes such as digital transformation, workplace spirituality, knowledge sharing, and transformational leadership suggest that Islamic leadership is increasingly being examined as a strategic framework capable of addressing the demands of technologically driven and rapidly changing organizational environments. This finding highlights the adaptive nature of Islamic leadership and its potential role in supporting organizational sustainability in the digital era. From a theoretical perspective, this study contributes to the literature by revealing the intellectual structure and thematic evolution of Islamic leadership research and by proposing a conceptual framework that integrates spiritual values, ethical leadership, organizational performance, workplace spirituality, knowledge sharing, and digital transformation. The findings extend the understanding of Islamic leadership beyond its traditional religious and ethical foundations and position it as a multidimensional leadership approach relevant to contemporary organizational contexts.

From a practical perspective, the findings provide insights for leaders, policymakers, educational institutions, and Islamic organizations seeking to integrate Islamic leadership values with digital competencies, organizational innovation, and ethical governance practices. The study suggests that future leadership development initiatives should combine spiritual and moral principles with technological adaptability to address emerging organizational challenges effectively. Nevertheless, this study is limited to publications indexed in the Scopus database and the use of a specific search strategy centered on the term "Islamic leadership." Future research may expand the scope by incorporating additional databases, broader keyword combinations, and advanced bibliometric techniques such as co-citation analysis, bibliographic coupling, and thematic evolution analysis. Further empirical studies are also needed to investigate how Islamic leadership can be implemented in digital workplaces, artificial intelligence environments, and technology-mediated organizational settings.

AUTHOR CONTRIBUTIONS

RD conceived the study, designed the research methodology, collected and analyzed the bibliometric data, interpreted the findings, and prepared the original manuscript draft. INQ contributed to the conceptual development, validated the research design and findings, supervised the study, critically reviewed and edited the manuscript, and approved the final version for publication. Both authors read and approved the final manuscript and agreed to be accountable for all aspects of the work.

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