



Islamic Leadership Management in Pesantren

Amelia Tri Puspita¹

¹SMART Indonesia, Indonesia

Many concepts of management and leadership have changed. In the Islamic concept, leadership is a concept of interaction, relationship, authority process, influencing, directing and coordinating activities both horizontally and vertically. Then, in management theories, the leader's function is as a planner and decision maker (planning and decision maker), organization (organization). Leadership and motivation (leading and motivation), supervision (controlling) and others. In any view, everything must be done neatly, correctly, orderly, and regularly. The processes must be followed properly. This research aims to examine more deeply the practices of Islamic leadership management in Islamic boarding schools. This study has at least two objectives: (1) mapping studies related to Islamic leadership management in general; (2) elaborating on the Islamic leadership concept at Pesantren. The results showed that the leadership style adopted by the Kiai greatly influences the educational environment, both in terms of academics and morals of the students. Therefore, the relationship between Islamic leadership and the success of Islamic boarding school management is very important, because it directly influences educational outcomes, organizational culture, and the overall effectiveness of these institutions.

OPEN ACCESS

*Correspondence:
Amelia Tri Puspita
ameliatp@gmail.com

Keywords: Islamic Leadership Management; Pesantren; Bibliometrics; Islamic Boarding School

Received: 7 July 2024
Accepted: 11 November 2024
Published: 30 November 2024

Citation:
(2024) Islamic Leadership
Management in Pesantren.
The Economic Review of
Pesantren.
3.1.

Open access under Creative
Commons Attribution-NonCommercial
4.0 International License (CC-BY-NC)
©Author(s)



INTRODUCTION

Along with the changing times, many concepts of management and leadership have changed. However, for Muslims, the concept of leadership taught by the Prophet Muhammad and his companions is the best and most accurate concept, without excluding new systems that are in line with what the apostle exemplified, and is taught in the Qur'an. That is, we do not reject or accept the western system as a whole but filter it and take those that are in line with the spirit of Islam (Dedi. 2017).

When seen in relation to Islamic teachings, leadership means the activity of leading, directing, and showing the way to Allah SWT. This activity aims to instill their own abilities into the environment of those who lead in an effort to achieve Allah SWT in his life in this world and in the hereafter.

Imam al-Mawlawi alluded to the law and purpose of leadership in the Crusader decree. He says that establishing the role of leadership in Islamic opinion is a must in social life. Moreover, the presence of the leader in his leadership is very important. For example, this means that leadership has two purposes: (1) Values in religion and this is an alternative to the prophetic mission to protect religion; (2) and *Siyasati ad Dun* to run or rule world affairs. In other words, the purpose of leadership is to create security, justice, and fame, enforce *Ammar Maarouf Nabi Munkar*, care for people, and organize and solve the problems of society. (3) Speaking of legal questions in Islamic leadership, the existence of legal leadership is mandatory (Iswanto et al., 2014).

In the Islamic concept, leadership is a concept of interaction, relationship, authority process, influencing, directing and coordinating activities both horizontally and vertically. Then, in management theories, the leader's function as a planner and decision maker, organization. Leadership and motivation, controlling and others (Fakih, 2001).

In any view, everything must be done neatly, correctly, orderly, and regularly. The processes must be followed properly. Things should not be done carelessly, starting from the smallest affairs, such as managing yourself to the biggest affairs, such as managing the affairs of a country. All of this requires good, precise, and directed arrangements in the frame of a management so that the goals to be achieved can be achieved and can be completed efficiently and effectively.

Basically, management has existed since humans exist, management is actually as old as human life, because basically humans in their daily lives cannot be

separated from the principles of management, either directly or indirectly, either consciously or unconsciously.

In its development, Pesantren or Islamic boarding schools face a number of challenges and obstacles. Governance issues are one of the main problems for Islamic boarding schools. Many Islamic boarding schools operate under a hierarchical structure that can hinder decision making and response to change. This rigidity can lead to inefficiencies in administration and a lack of accountability among staff. Rozza et al (2024) and Latipah et al (2023) show that the management of these institutions often lack formal training in modern educational governance, which affects their ability to adapt to contemporary challenges and integrate effective policies for improvement. Additionally, research by Lundeto et al (2021) and Latipah et al (2023) shows that some Islamic boarding schools struggle with inadequate facilities and infrastructure, limiting their ability to provide competitive education. Furthermore, the rapid pace of globalization poses a threat to the values that these institutions uphold, making it important for them to find a balance between modernization and tradition (Rozza et al., 2024).

Islamic boarding schools often thrive under visionary leadership that emphasizes long-term goals and innovation. For example, Kiai (Islamic leaders) who adopt a transformational leadership style can effectively modernize educational practices while maintaining traditional values. This dual focus allows schools to adapt to contemporary challenges while maintaining their core Islamic principles (Salim et al., 2024; Yusuf et al., 2021). Effective Islamic leadership encourages the integration of modern educational practices with traditional Islamic teachings. For example, leaders who embrace technology and multilingual education prepare students to face global challenges while ensuring that their Islamic identity remains intact. This balance is important for the relevance and competitiveness of Islamic boarding schools in the current educational landscape (Salim et al., 2024; Siregar et al., 2023).

In addition, a leadership style that prioritizes deliberation and open communication helps in managing conflict in the school environment. By cultivating a culture of dialogue, Kiai can address problems collaboratively, ensuring harmony even in the midst of change. This approach not only resolves conflicts but also builds a resilient organizational culture that is able to adapt to new challenges (Salim et al., 2024; Sirojudin et al., 2021). Incorporating spiritual elements into leadership practices increases motivation among

staff and students. Regular spiritual activities, such as prayer and motivational talks by Kiai, contribute to a positive school climate that nurtures personal growth alongside academic achievement. This holistic approach strengthens the basic values of Islamic education (Komarodin & Rofiq, 2023; Salim et al., 2024).

This research aims to examine more deeply the practices of Islamic leadership management in Islamic boarding schools. This study has at least two objectives: (1) mapping studies related to Islamic leadership management in general; (2) elaborating on the Islamic leadership concept at Pesantren.

LITERATURE REVIEW

There are many definitions of leadership. But for us, *Leadership* basically means influencing people. This is a broad definition and includes a wide range of behaviors required to influence others. Most perspectives of *leadership* view the leader as the source of influence. Leaders essentially influence and followers follow as the influenced (Rivai and Arifin, 2009).

After exploring the Qur'an and Hadith, four traits that must be fulfilled by the prophets who are essentially the leaders of their people, namely: *Asb-Shidq* is truth and sincerity in attitude, speech, and striving to carry out their duties; *Al-Amanah* or trust, which makes him take good care of what is handed over to him, both from God and from those he leads, so as to create a sense of security for all parties; *Al-Fathanah* is intelligence that gives birth to the ability to face and overcome problems that arise immediately; and *At-Tabligh* is honest and delivery, or can be termed openness.

There is a verse that describes the appointment of Prophet Ibrahim as an imam / leader, namely Surah Al-Baqarah verse 124, which means: *and (remember), when Ibrahim was tested by his Lord with several sentences (commands and prohibitions), then Ibrahim fulfilled them. Allah said: "Indeed I will make you an imam for all mankind". Ibrahim said: "(And I ask also) from my descendants". Allah said: "My promise is not against the wrongdoers".*

There are two reasonable things to note regarding surah Al-Baqarah verse 124 above. First, leadership in the view of the Quran is not just a social contract between the leader and his community, but also a covenant bond between him and Allah SWT, or in other words, a mandate from Allah. Therefore, when the prophet's friend, Abu Dzarr, asked for a position, the Prophet Muhammad SAW said: you are weak, and this is a mandate as well as a cause of disgrace and regret in the future (if wasted). Second, leadership demands justice, because justice is the opposite of persecution

which is made a condition by the verse above, and justice must be felt by all parties.

In another verse that talks about good leadership, there are five main traits that a leader/priest should have. The five traits are contained in two verses, namely in Surah As-Sajdah verse 32, which means: *and follow what God reveals to you. Verily, Allah is All-knowing of what you do.* These attributes are stated in surah Al-Anbiyah verse 74, which means: *And to Lot We gave Wisdom and knowledge, and We saved him from (the punishment that had befallen the inhabitants of) the city who committed abominations. Indeed, they were an evil and wicked people.*

Whichever way the leader goes the outcome should be in the best interests of the people involved in a tangible, long-term goal. Leaders may have a democratic or autocratic leadership style. Autocratic leaders are generally more lax and directive. Democratic leaders often engage their followers in decision-making, consensus and empowerment. So it is said that leaders are those who are able to influence others and who have managerial authority (Rivai and Arifin, 2009).

There are a number of studies that are relevant to research related to Islamic leadership management in Islamic boarding schools, including Rahtikawatie et al (2021) investigating leadership practice patterns in an Islamic boarding school in East Java Province, Indonesia, and examining the role of teachers in the administration of the institution. This research emphasizes that although Islamic boarding school leadership practices are acceptable in the dimensions of policy, social support and finance, there are still shortcomings in the structural and teaching aspects. Statistically, there are indications that Islamic boarding school leadership has a positive and significant effect on the relationship between teachers, school facilities, systems and student achievement. Us (2015) studied the problem of leadership patterns of kyai in Islamic boarding schools in Jambi which were considered paternalistic and centralized. This research concludes that a democratic and open Islamic boarding school leader selection system is recommended to respect individual rights and consider the credibility, quality and level of acceptance of potential leaders.

Other research was conducted by Dacholfany et al (2024), Prasetyo et al (2021), Fathurrochman et al (2020) and also Badrun (2024). Badrun in his study try to analyzes the contribution of madrasa-based Islamic education management, with a focus on planning, supervision. This research underlines the important role of madrasa-based management in improving the quality of education at Madrasah Aliyah Darussalam.

RESEARCH METHODS

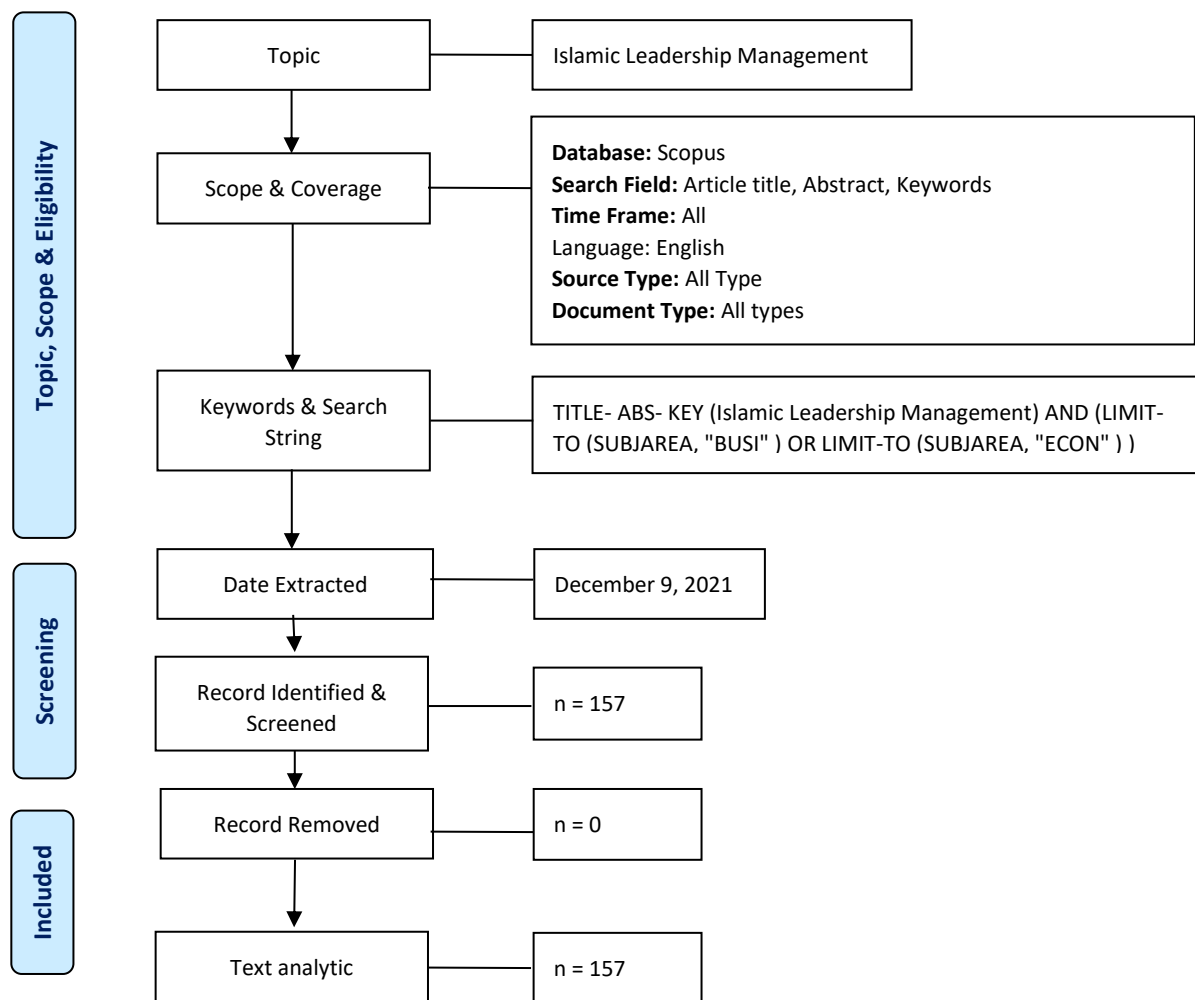


Figure 1: Flow diagram of the search strategy

The review process was conducted on December 9, 2021. Figure 1, illustrates the three steps in identifying research documents, namely eligibility, screening, and inclusion, involved in the systematic review process. The keywords that will be used in this study try to answer the research questions above. Some general statistics of the data set are presented to get an overview of research related to good governance. All articles that met the search query were evaluated from the aspect of text analysis.

Then the research documents were analyzed using biblioshiny software, a free software supported by the R environment ((CRAN, The Comprehensive R Archive Network, <https://cran.r-project.org/>) which provides a set of tools for quantitative research in bibliometrics and scientometrics (Aria & Cucurrolo, 2017). In the bibliometric literature, the greatest attention has been on the construction of bibliometric maps. Research related to the effect of differences on similarity measures (Ahlgren et al., 2003; Azzahro, 2022),

and they were tested with different mapping techniques (Boyack et al., 2005; Rahayu & Irfany, 2022; Assalafiyah, 2022). Next, a text analysis of the bibliometric mapping results related to "word" will be conducted.

Studies using bibliometric analysis in research on other topics can be seen in Yenice et al., (2022), Khalifah et al., (2024), Mi'raj & Ulev (2024), Napitupulu, et al., (2024); Rusydiana et al., (2023), and also Ozdemir & Selçuk (2021).

RESULTS AND DISCUSSION

Source

The following is a table of document types used in research with the keyword Islamic Leadership Management The number of documents analyzed is 157 documents which are divided into 4 document types, including journal articles (119 documents), anthologies/book chapters (13 documents), conference papers (15 documents), and reviews (10 documents).

Table 1: Document Types

No.	Document Type	Number of Articles	Percentage
1	Journal Article	119	75.79%
2	Book Chapter	13	8.28%
3	Conference Paper	15	9.55%
4	Review	10	6.38%
Total		157	

Based on the results of the document type grouping above, the document type most widely used as a research subject with the keyword "Islamic Leadership Management" is a document in the form of a journal article with a percentage of 75.79% or as many as 119 documents, and the document with the smallest percentage is a review where the percentage 6.38% or as many as 10 documents. Based on the type of document, it can be concluded that the references used are quite valid because most of them come from scopus indexed scientific journals.

Text Analysis

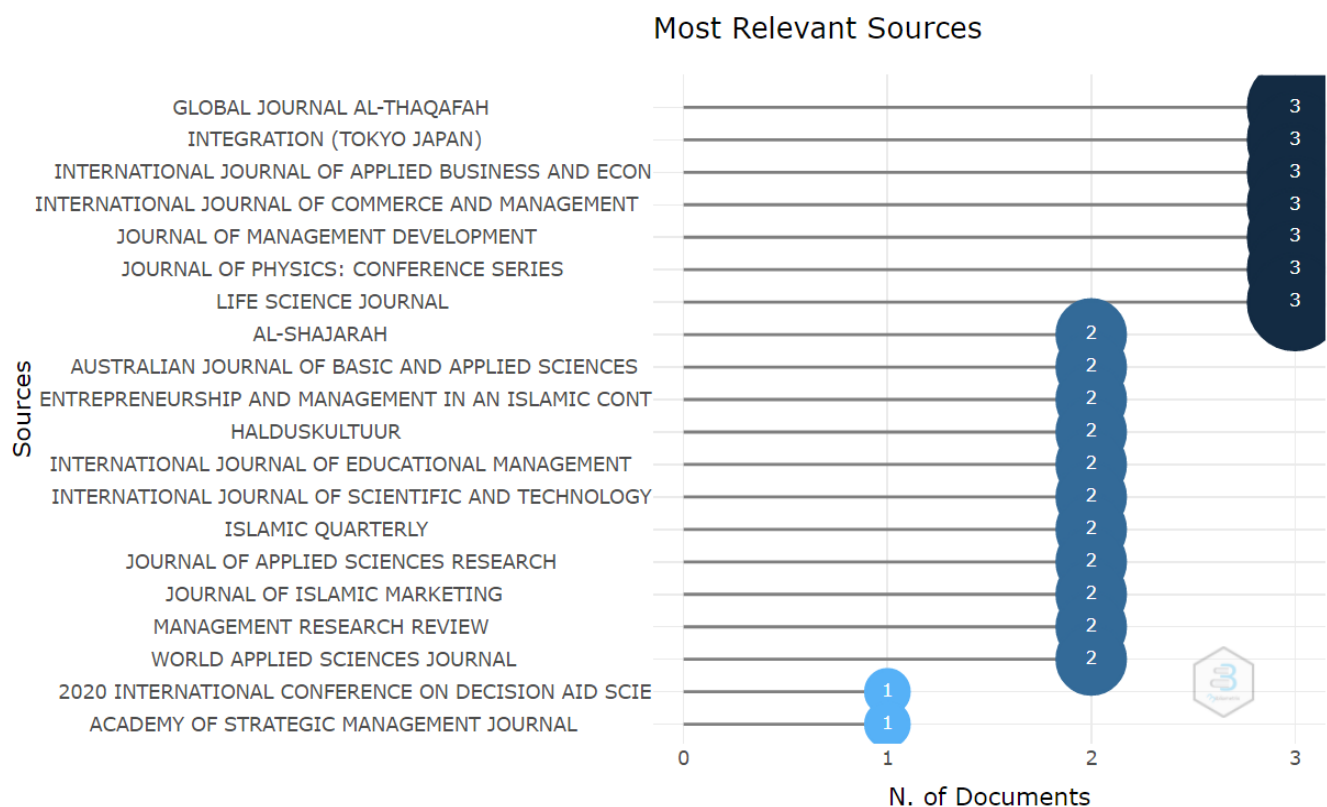
Text analysis was conducted using R-studio and biblioshiny software developed by Massimo Aria and Corrado Cuccurullo from the University of Naples and Luigi Vanvitelli from the University of Campania (Italy). Text analysis is carried out by analyzing more deeply on

searches related to words that often appear in the theme of Islamic Leadership Management. This is intended to add references that can be done by the government in tackling economic problems based on existing research from all over the world.

To explore the results of the meta-analysis, this section will present a visual mapping chart of 157 documents related to Islamic Leadership Management. The results of the keyword mapping analysis become the basis for mapping together important or unique terms contained in a particular document. Mapping is a process that allows one to recognize knowledge elements and their configurations, dynamics, interdependencies, and interactions.

Sources Analysis

Most Relevant Sources

**Figure 2:** Most Relevant Sources

The figure above shows the number of research documents published by each journal based on their level of relevance to the theme of Islamic Leadership Management in Islamic economics and finance research. The data lists the top journals published and the interval of the number of documents published with a blue bar chart. The darker the blue color indicates the more quantity and relevance of the research theme, the number of documents published by all journals ranges from 0 to 3 documents.

There are 7 journal sources that in the top position with the number of published documents of 3 documents displayed in the dark blue bar graph compared to other journal bars. This is because the journals are relevant to the themes discussed.

An example of a paper published by the Global Journal Al-Thaqafah is a paper entitled "Relationship between advocacy, leadership and administrative behavior in good governance: An analytical study of the treaty of Hudaibiyya" written by (Hassan, Et all., 2018).

The paper discusses about A good ruler is the basis of good governance, and the Prophet of Islam is an example and ideal of a good Islamic ruler throughout the ages. The research problem lies in how to integrate Islamic preaching behavior, conscious leadership, and management of political positions to achieve the desired goals. This research aims to show the relationship in the behavior of Muslim rulers between advocacy, leadership and management in political positions through the study of the peace model of the Treaty of Hudaibiyyah to provide a practical model for our times. The researcher used the analytical method by studying the books of the Prophet's biography and Hadith in examining some of the positions of the Prophet and his companions in the Hudaibiyyah Peace Treaty. The study found that many lessons on good behavior and governance can be drawn from the Treaty of Hudaibiyyah.

Source Impact



Figure 3: Source Impact

The calculation of journals is not only done based on the quantity produced or their relevance. However, this research is also conducted based on the impact of each journal that publishes Islamic Leadership Management themed papers by calculating the journal's h-Index which is depicted in a blue bar graph. In addition to showing the h-Index value obtained, the diagram above also illustrates the impact produced by

the journal through the blue color displayed. The darker the blue color on the diagram, the greater the impact of journal. Then the interval of the journal h-index in this study ranges from 0.0 to 3.0.

From the data above, it can be seen that the International Journal of Commerce and Management and Journal of Management Development are in the top position with hIndex 3.0 which is marked in dark blue.

Furthermore, it can be seen that Halduskultur, International Journal of Education Management and World Applied Sciences Journal are in the second position with the same hIndex of 2.0. As for journals with hIndex 1.0 there are 15 journals marked in bright blue on the diagram, which indicates the low impact of the journal

The journal with the highest impact is the International Journal of Commerce and Management. International Journal of Commerce and Management is an open access peer reviewed bi-monthly research journal that publishes articles in the field of commerce & management. The journal serves as a bridge between scholars around the world and researchers of commerce

and management studies. The journal publishes articles and research papers in all areas of commerce and management. The journal aims to provide the most comprehensive and reliable source of information on recent developments in business studies. Each issue brings you critical perspectives and compelling analysis, serving as an outlet for the best theoretical work and research in the field. The goal of the journal is to better understand the theory and practice of business studies by publishing articles of interest to practitioners and scholars.

Source Growth

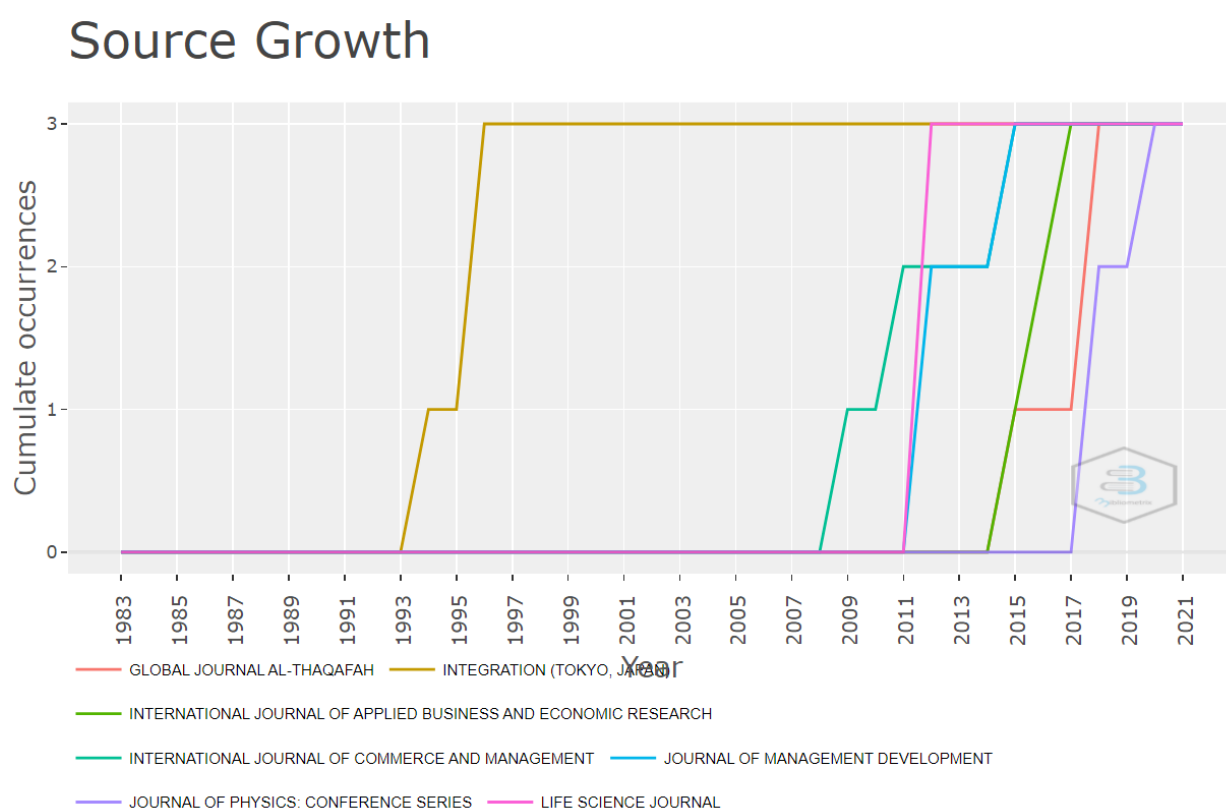


Figure 4: Source Growth

This study also discusses the development of journals that are the source of research on the theme of Islamic Leadership Management in Islamic economics and finance research. The curve above shows the development of the annual appearance of each journal from 1983 to 2021, so that an overview can be obtained whether the journal has increased or decreased with the curve line during the research period, especially in the publication of papers with the theme of Islamic Leadership Management. The curve illustrates that research with the theme of Islamic Leadership

Management in Islamic economic and financial research tends to experience fluctuating growth in its publication

From the curve above, it can also be seen that there are 2 journals that are at the peak of publishing in 2021. The first journal is Integration (Tokyo, Japan), which first appeared in 1993. It continued to experience very significant growth, until finally in 1996 it was at the highest peak of publishing until 2021. The second journal is Life Science Journal, which first appeared in 2011, but within one year of growth, this journal immediately reached the highest peak of publishing in 2012 to 2021.

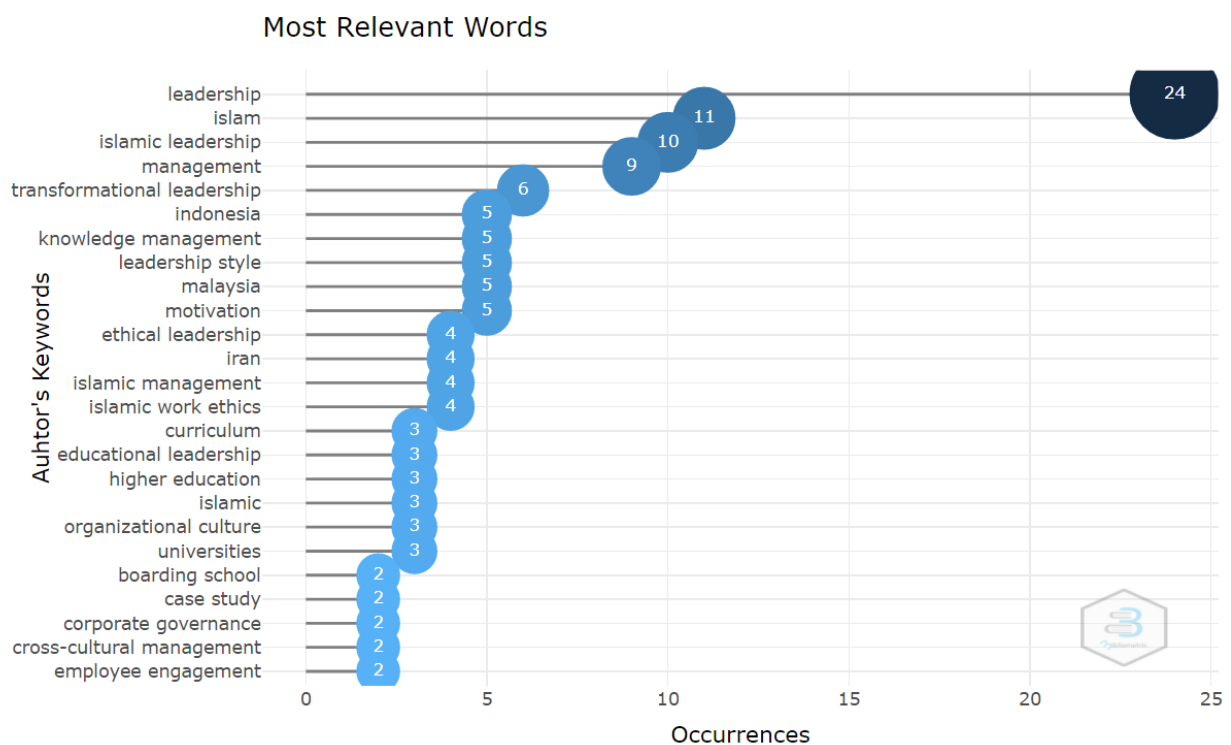


Figure 5: Most Relevant Words

The most relevant word analysis was conducted on the keywords of each document, where there were several words with a quantity of occurrences between 0 and 24 occurrences. The figure above shows the 25 most relevant words used in the research collection related to the keyword "Islamic Leadership Management".

The top word with the highest quantity of occurrences and most relevant to the keyword Islamic Leadership Management is the word leadership itself, with the highest quantity of occurrences 24 times. The second most relevant word related to the theme of Islamic Leadership Management is the word Islam with 11 occurrences. Furthermore, the third and fourth most relevant words related to the theme of Islamic Leadership Management with the appearance of words as many as 10 and 9 times, namely the words Islamic Leadership and Management.

Research entitled The relationship between knowledge management, leadership style, and work motivation: Evidence from an islamic boarding school (Soeprayitno., 2020). This study empirically examines the relationship between leadership, knowledge management, and teacher motivation with learning in Islamic boarding schools. Specifically, this study examines whether leadership style has a mediating influence on the relationship between knowledge management and motivation. Based on the literature review, a theoretical framework for this study was

established. A survey was conducted to collect information from teachers of a boarding school located in Solo city, Indonesia. This study used SEM-PLS to estimate the empirical model. Knowledge management was found to have an insignificant influence on leadership style. However, knowledge management and leadership were positively related to teacher motivation. This study extends the literature on knowledge management by linking with teacher motivation and leadership style. The use of Islamic leadership styles may also contribute to the existing literature.

Word Cloud

Furthermore, relevant words in research related to the theme of Islamic Leadership Management will be displayed on the document title in the form of a word cloud. Word cloud is a description of the words that often appear in the collection of paper data studied with the keywords of the title with the theme "Islamic Leadership Management". Word cloud displays a picture of words displayed with various sizes according to the quantity of the word that appears. In terms of placement, word clouds tend to be random but the dominating words are placed in the center so that they are more visible with a relatively larger size. In this research, the results of the word cloud are obtained based on the analysis of document titles.

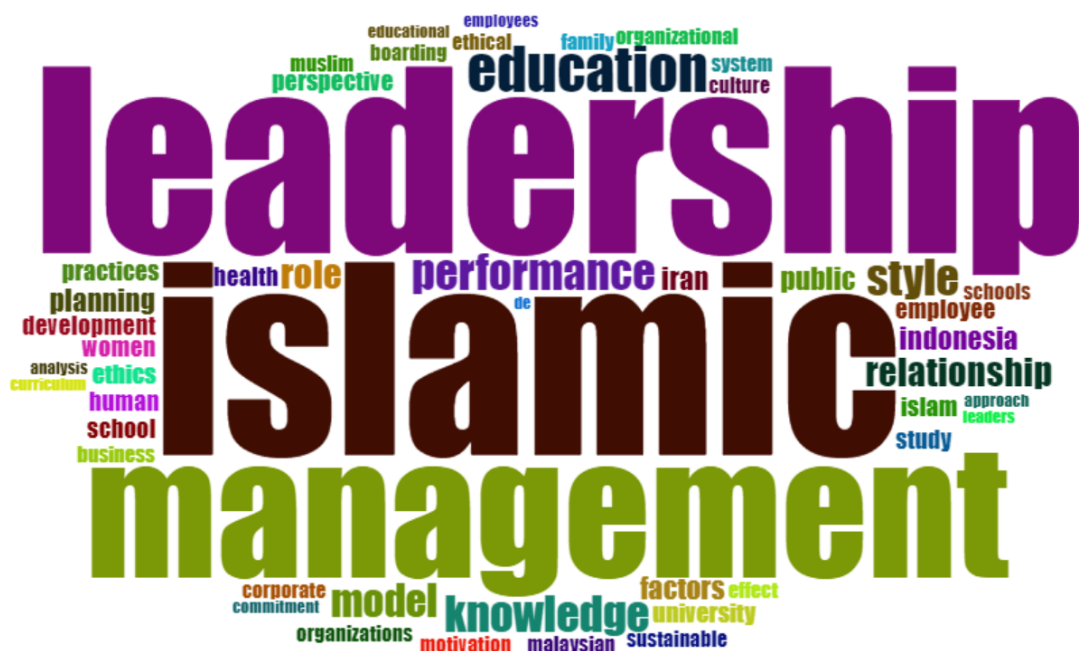


Figure 6: Word Cloud

Based on the picture of the results of the analysis of the document title, it is found that the most dominant word is related to Islamic Leadership Management, namely Islamic, Leadership, Management, Knowledge, Education. Most of the research on "Islamic Leadership Management" currently discusses "Leadership". Research conducted on Islamic Leadership Management includes Islamic ethical values of corporate top leadership and real earnings management (Rahman, Et al., 2018), Leadership curricula in UAE business and education management programs: A Habermasian analysis within an Islamic context (ElKaleh, 2019) and Perceived Managerial and Leadership Effectiveness if

UAE and Egypt: A Comparison through the Combined Lenses of Islamic Work Ethics and Islamic Leadership (Patel, Et all. 2019).

WordTree Map

Furthermore, relevant words in the research related to the theme of Islamic Leadership Management will be displayed in the document abstract in the form of a word tree map. Word Tree Map displays words that often appear in boxes similar to regions or areas on a map, where the more the word appears, the larger the square area.

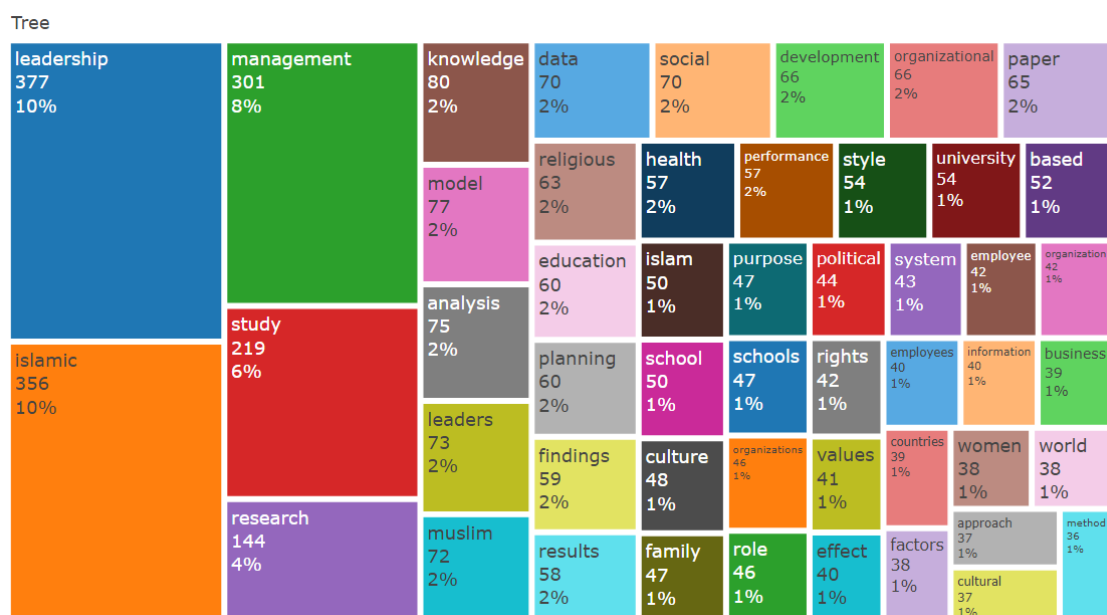


Figure 7: Word Tree Map

Based on the picture of the results of the analysis of document abstracts, it is found that the most dominant words for research on the theme of Islamic Leadership Management are Leadership, Islamic, Management. Most of the research related to the theme of Islamic Leadership Management currently discusses "Leadership".

Research conducted on Islamic Leadership Management includes Ethical leadership in project-based organizations of Pakistan: the role of psychological empowerment and Islamic work ethics (Mubarak, Et al., 2021). This study aims to examine the relationship between ethical leadership and project success directly and indirectly through psychological empowerment along with the moderating role of Islamic work ethics. Using a time-lagged design, data were

collected from 202 employees working in project-based organizations in Pakistan. Confirmatory factor analysis confirmed the distinctiveness of the variables used in the study. Consistent with cognitive evaluation theory, the findings support the hypothesis in addition to the moderating role of Islamic work ethic between psychological empowerment and project success. The results confirmed that ethical leadership promotes project success directly and indirectly through psychological empowerment. Furthermore, theoretical and practical implications are also discussed highlighting the importance of ethical leadership for researchers and practitioners.

Word Dynamic

Word Growth

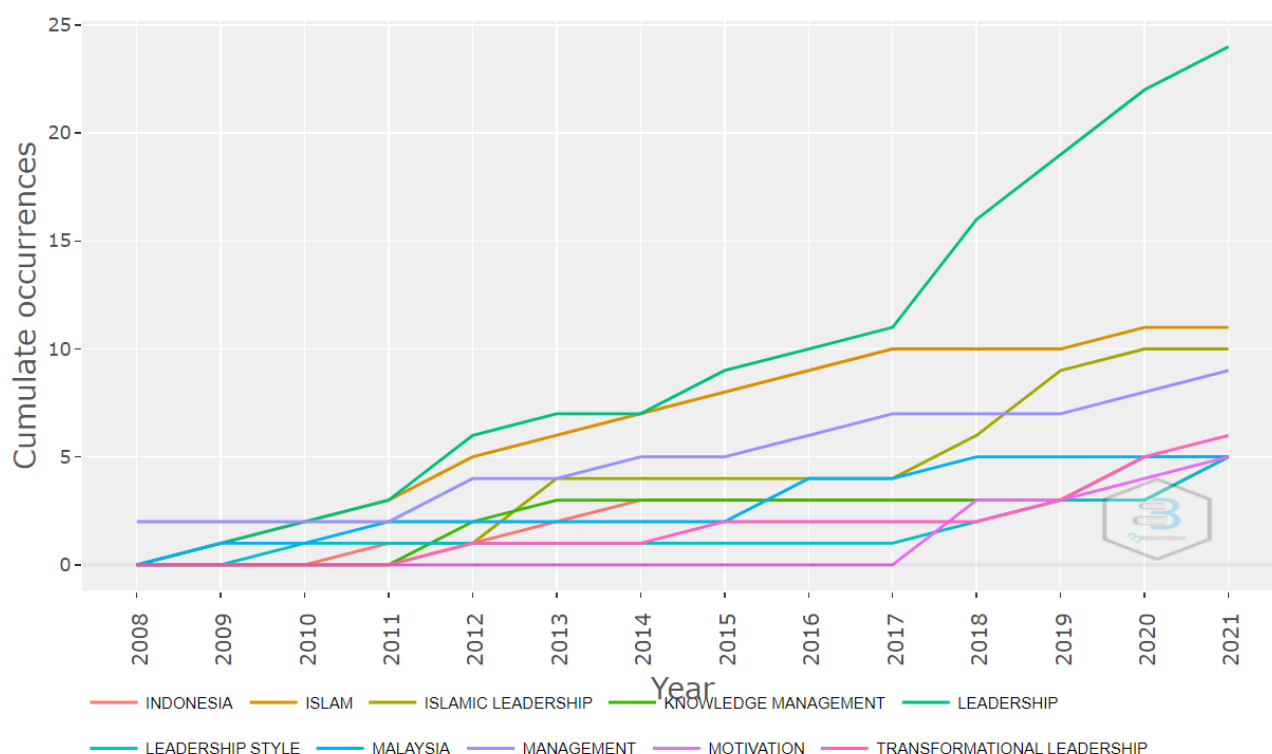


Figure 8: Word Dynamic

Based on the picture of the analysis results of document keywords, in the research on the theme of Islamic Leadership Management, the words that often appear are also described in the form of a development curve for each year with the annual occurrence value. Where the results show the average quantity of occurrence of these keywords in the data collection studied in the research on the theme of Islamic

Leadership Management each year. Figure 14 shows that the majority of words that often appear and began to develop since 2008, and continue to increase until 2021. From the figure above, it can be concluded that the research with the most significant increase in occurrence is keywords related to Leadership and has a very significant potential to continue to grow.

Trend Topics

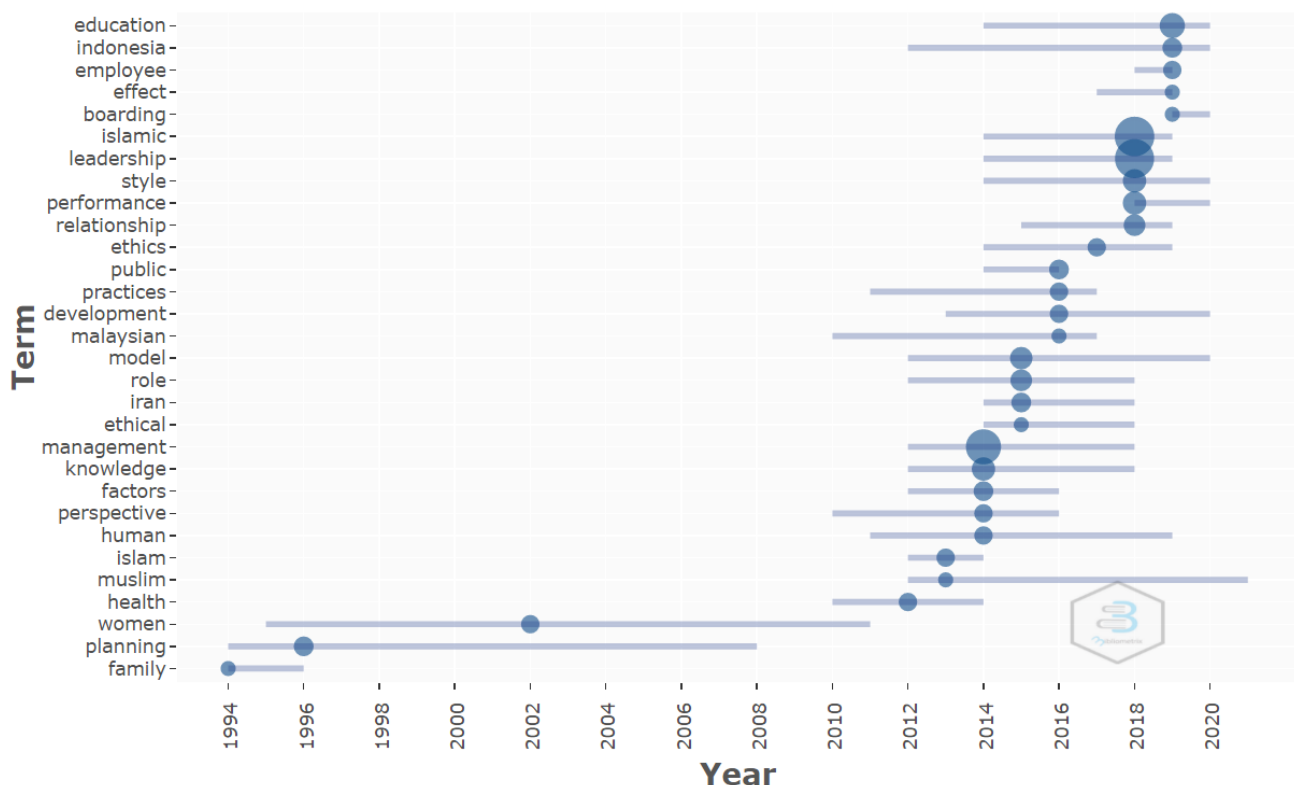


Figure 9: Trending Topics

Based on the picture of the results of the analysis of document titles in research on the theme of Islamic Leadership Management, topic trends are also an important part of this research. Where the picture above displays an overview of the development of topics related to Islamic Leadership Management from time to time with a division per year, so that it is known what topics have been used for a long time and what topics have been used recently. This topic trend also considers the frequency value of each word shown by the log axis.

Thus, in addition to looking at the annual trend, the appearance of the topic is also adjusted to the frequency of the quantity of the appearance of the word in the research theme related to Islamic Leadership Management. The higher indicates the more the word is used, and the more to the right, the more recently the word is used. The development of the Islamic Leadership Management theme began to experience a significant increase since 1994.

Based on the description of the data above, the most recent and most used topics related to the theme of Islamic Leadership Management are Education, Employee, Effect and Boarding. The word Education was most widely used in 2014-2020. The journal entitled "Educational leadership model: An Islamic perspective"

written by Salleh (2018). This paper discusses the leadership model in an Islamic perspective. Drawn from a series of authentic Islamic texts and sources, this model consists of ten principles summarized simply as L-E-A-D-E-R-S-H-I-P with each letter describing a principle of good governance. The principles are derived from a thorough examination and analysis of various sources that include the Qur'ān, prophetic traditions, biographies of the Prophet's companions, classical and contemporary scholarly thought, and best practices in Islamic leadership. At its core, the model proposes that a leader should lead like an imam in prayer, educate and nurture, communicate the organization's purpose and vision explicitly, use effective delivery strategies, empower those under him rather than keeping all the power to himself, and lead in piety with justice, integrity and humility. The model is offered comprehensively as a solution to guide the leadership and management practices of educational institutions in the Muslim world. Application of the model and adherence to its principles will help develop the competencies of Muslim leaders, promote organizational transformation among Muslim institutions, and forge greater solidarity within their working communities.

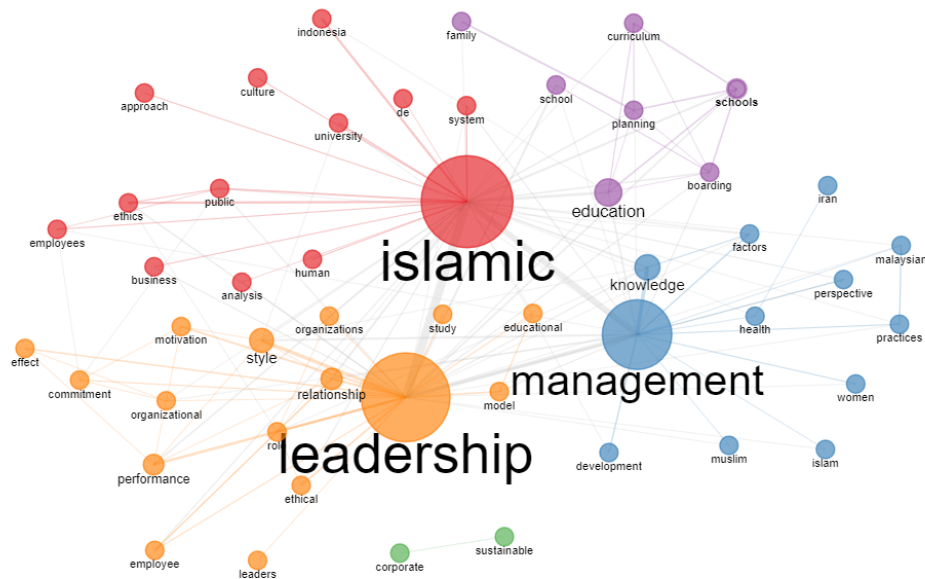


Figure 10: Co-occurrence Network

The co-occurrence network displays words related to document titles related to the theme of Islamic Leadership Management, in the form of colored clusters by considering the relationship between one title and another. Some titles that often appear in research on the theme of Islamic Leadership Management are divided into 4 clusters, namely:

- The co-occurrence network displays words related to document titles related to the theme of Islamic Leadership Management, in the form of colored clusters considering the relationship between one title and another. Some titles that often appear in research on the theme of Islamic Leadership Management are divided into 4 clusters, namely:
- Cluster 1 in red consists of the titles: Islamic, System, University, Culture, Approach, Public, Ethics, Employees, Business, Analysis, Human.
 - Cluster 2 in green consists of the titles: Cooperate, Sustainable.
 - Cluster 3 in purple consists of the titles: Education, Boarding, Schools, Planning, School, Curriculum, Family.
 - Cluster 4 in blue consists of the titles: Management, Knowledge, Factors, Health, Perspective, Practices, Women, Islam, Muslim, Development.
 - Cluster 5 in orange consists of the titles: Leadership, Model, Educational, Study, Organizations, Style, Relationship, Motivation, Effect, Commitment, Organizational, Performance, Role, Ethical, Employee, Leaders.

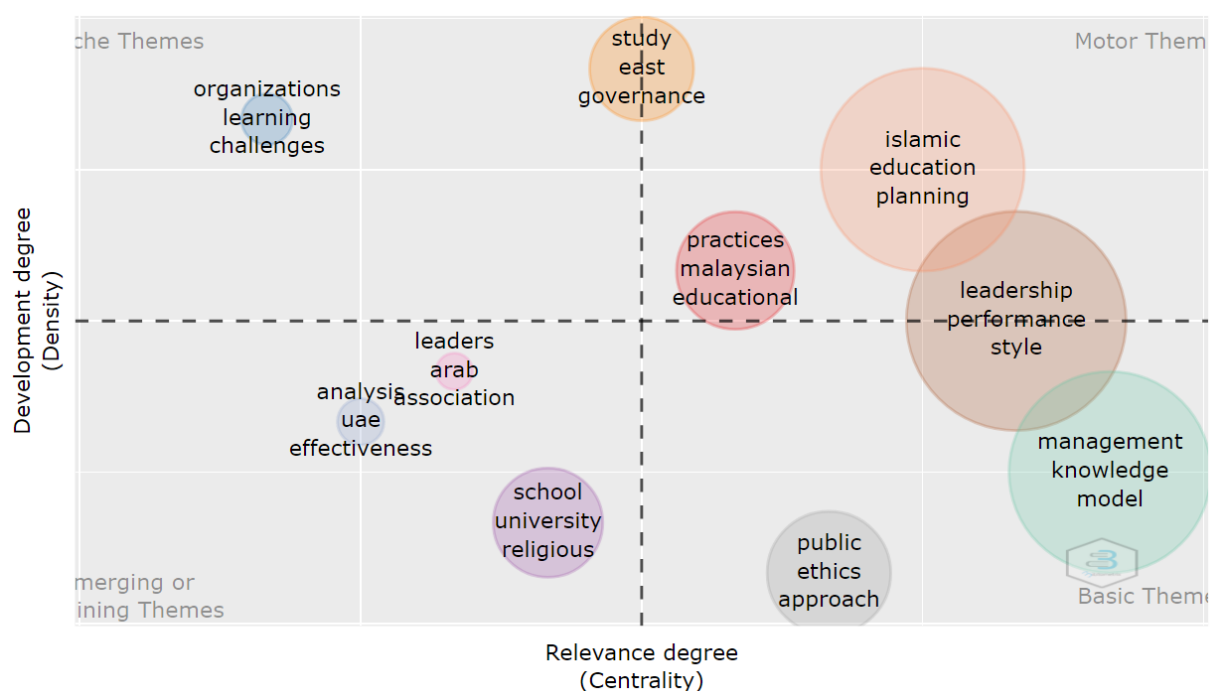


Figure 11: Thematic Map

This research will also analyze thematic maps that appear based on density and centrality which are analyzed based on document titles with the theme of Islamic Leadership Management research which is divided into 4 quadrants. These results are obtained from a semi-automatic algorithm by reviewing the titles of all references to the object of research.

The upper left quadrant represents *highly developed and isolated themes*. The quadrant shows themes that are specific and rarely researched, but highly developed, as indicated by high density but low centrality. The themes in this quadrant are Organizations, Learning, Challenges, Study, East, Governance. While the lower left quadrant is *emerging or declining themes*, this quadrant shows themes that have been used for a long time but are experiencing an increasing or decreasing trend with low density and centrality. The themes in this quadrant are Leaders, Arabic, Association, Analysis, UAE, Effectiveness, School, University, Religious. Looking at the development of the Islamic Leadership Management sub-theme in recent years, the trend of words in this quadrant has increased.

While the upper right quadrant is a *motor theme* or driving theme characterized by high density and centrality, so it needs to be developed and is important to be studied in further research. The themes that appear in this quadrant are Islamic, Education, Planning, Practices, Educational. Finally, the bottom right quadrant is the *basic and transversal themes* characterized by high centrality but low density. These themes are important to include in the research as they are common topics that are commonly used. The themes that appear in this quadrant are Leadership, Performance, Style, Management, Knowledge, Model, Public, Ethics, Approach

DISCUSSION

The history of the founding of Islamic boarding schools can be traced back to the 15th century, coinciding with the arrival of Islam in Indonesia. Initially, Islamic boarding schools functioned as centers for teaching Islamic religion and science, which were influenced by previous educational traditions such as *ribath*, which was a religious center in the Middle East (Musaddad, 2023). Islamic boarding schools primarily focus on teaching Islamic subjects such as the Qur'an, Hadith, Fiqh (Islamic jurisprudence), and Akhlak (ethics). Islamic boarding schools use traditional learning methods such as *halaqah* (small group discussions), *sorogan* (text reading), and *bandongan* (lectures), which

encourage the creation of an interactive environment between students and teachers (Jallow, 2023; Musaddad, 2023). Over time, many Islamic boarding schools have integrated the national curriculum to accommodate the demands of modern education while maintaining Islamic foundations (Jallow, 2023).

Beyond education, Islamic boarding schools have historically functioned as cultural centers and community development centers. Islamic boarding schools have become central in shaping Indonesian identity and values, producing influential figures such as national leaders and ulama (Jallow, 2023; Nadir, 2021). The resilience of these institutions during the colonial period illustrates their role as bulwarks of resistance to oppression. Islamic boarding schools became a focal point for mobilizing social movements against colonial power (Nadir, 2021; Sabila et al., 2024). In contemporary Indonesia, Islamic boarding schools continue to adapt to changing community needs. Many have embraced technological advances and diversified their educational offerings to include subjects such as English and science alongside traditional Islamic studies (Defnaldi et al., 2023; Nadir, 2021). This evolution reflects a broader trend in which Islamic boarding schools seek to remain relevant in a rapidly changing world and uphold traditional values.

Apart from that, Islamic boarding schools also play a role in the economic sector, especially in achieving financial independence. Traditionally, Islamic boarding schools have relied on donations and external funding; many Islamic boarding schools are now setting up self-managed business ventures to generate income. This shift towards independence increases their autonomy and allows them to invest in infrastructure, educational quality, and social services for their students and staff (Hafidh et al., 2024; Shubhi et al., 2024). Hafidh (2024) added that businesses developed within Islamic boarding schools can include agriculture, livestock, retail and waste management, which not only support the institution but also contribute to local economic growth. On the other hand, Islamic boarding schools are also agents of community empowerment by encouraging economic development among their students and the surrounding population. Islamic boarding schools engage students in practical skills training and entrepreneurship programs that enable them to make positive contributions to the local economy (Devid, 2024; Shubhi et al., 2024). The involvement of students in these economic activities encourages a culture of independence and reduces dependence on external

financial assistance. In addition, by creating job opportunities through Islamic boarding school business initiatives, Islamic boarding schools stimulate the local economy and improve community welfare (Hafidh et al., 2024; Nasution et al., 2024).

CONCLUSION

Islamic leadership is basically rooted in the teachings of the Koran and Hadith, along with the practices of previous Muslims. Islamic leadership includes a holistic approach that combines moral, ethical and spiritual dimensions, which differentiates it from conventional leadership models. This concept emphasizes the role of leaders as servants and caretakers, guided by the principles of justice, accountability and community welfare. Islamic leadership plays an important role in the function and development of Islamic boarding schools as religious-based educational institutions. The leadership style adopted by the Kiai (head of the Islamic boarding school) greatly influences the educational environment, both in terms of academics and morals of the students. Therefore, the relationship between Islamic leadership and the success of Islamic boarding school management is very important, because it directly influences educational outcomes, organizational culture, and the overall effectiveness of these institutions. This relationship can be understood through various leadership styles and their impact on school dynamics.

This research attempts to evaluate the topic of Islamic Leadership Management using text analysis from 1983-2021. The conceptual structure of R 'biblioshiny' provides key research networks and themes. We have identified two research networks in the Islamic Leadership Management literature using co-occurrence networks. These research networks are "Islamic" and "Leadership". Combining these two research networks will address many environmental issues.

Furthermore, in the conceptual structure, this study has deployed thematic maps to place themes and subthemes on the graph and divide them into four clusters (dropping or emerging themes, basic themes, highly developed and isolated themes, motor themes). The quadrant of *highly developed and isolated themes* is represented by the themes of Organizations, Learning, Challenges, Study, East, Governance. Furthermore, the themes in the *emerging or declining themes* quadrant are Leaders, Arab, Association, Analysis, UAE, Effectiveness, School, University, Religious. In the *motor themes* or driving themes quadrant, the emerging themes are Islamic, Education, Planning, Practices, Educational.

Finally, the *basic and transversal themes* quadrant is represented by the themes Leadership, Performance, Style, Management, Knowledge, Model, Public, Ethics, Approach.

REFERENCES

- Ahlgren, P., Jarneving, B., & Rousseau, R. (2003). Requirements for a co-citation similarity measure, with special reference to Pearson's correlation coefficient. *Journal of the American Society for Information Science and Technology*, 54(6), 550-560.
- As-Salafiyah, A. (2022). Formulating Halal-Based Hospital Indicators. *Halal Tourism and Pilgrimage*, 2(1).
- Azzahro, S. F. (2022). Bibliometric Mapping of Islamic Letter of Credit using VOSviewer. *Journal of Islamic Economics Literatures*, 3(2).
- Badrun, B. (2024). Enhancing Islamic Education: The Role of Madrasah-Based Management in Islamic Boarding Schools. *AL-ISHLAH: Jurnal Pendidikan*, 16(2), 2772-2780. <https://doi.org/10.35445/alishlah.v16i2.5153>
- Boyack, K. W., Klavans, R., & Börner, K. (2005). Mapping the backbone of science. *Scientometrics*, 64(3), 351-374.
- Chen, S., & Henry, I. (2012). Women in management and leadership in the Olympic movement in Muslim majority countries: an empirical evaluation of Huntington's clash of civilisations typology. *The International Journal of the History of Sport*, 29(15), 2131-2144.
- Dedi, D. (2017). Leadership Management in Islam. *An-Nidhom: Journal of Islamic Education Management*, 1(01), 71-96.
- Defnaldi, D., Yunani, Y., Warisno, A., Andari, A. A., & Anshori, A. (2023). The Evolution of Islamic Education Institutions in Indonesia. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 8(1), 164-174. <https://doi.org/10.31851/jmksp.v8i1.10941>
- Devid, R. I. (2024). Economic Empowerment of Islamic Boarding Schools in Realizing Sustainable Development Goals (SDGs) in the Era of Society 5.0 at Lirboyo Islamic Boarding School *MONETARIUM: Journal of Economics Business* ..., 1(1), 5-24. <https://ojisnu.nuponorogo.or.id/index.php/monetarium/article/view/65%0Ahttps://ojisnu.nuponorogo.or.id/index.php/monetarium/article/download/65/43>

- ElKaleh, E. (2019). Leadership curricula in UAE business and education management programs: A Habermasian analysis within an Islamic context. *International Journal of Educational Management*.
- Fakih, A. R., Wijayanto, I., & Munadhir. (2001). *Islamic Leadership*. University of Islam Indonesia (UII) Press: Lembaga Pembinaan dan Pengembangan Agama Islam (LPPAI), Universitas Islam Indonesia (UII)
- Fathurrochman, I., Ristianti, D. H., & Arif, M. A. S. bin M. (2020). Revitalization of Islamic Boarding School Management to Foster the Spirit of Islamic Moderation in Indonesia. *Jurnal Pendidikan Islam*, 8(2), 239–258. <https://doi.org/10.14421/jpi.2019.82.239-258>
- Hafidh, Z., Sururi, Nurdin, Adinata, A. R., & Ramadhan, R. A. (2024). Innovative Revenue Models for Islamic Boarding Schools : Achieving Economic Autonomy. *Indonesian Research Journal in Education*, 8(2), 556–573. <https://doi.org/10.22437/irje.v8i2.36376>
- Hassan, M. I. B., Yusof, A., & Hashim, A. (2018). Relationship Between Advocacy, Leadership and Administrative Behavior in Good Governance: An Analytical Study of the Treaty of Hudaibiyya. *Global Journal Al-Thaqafah*.
- Iswanto, K. M. R. T., Muzhaffar, A. & Arafah, A. I. (2014). Leadership in Islam (Definition, Basis, Foundation, Purpose & Law). Accessed from <http://www.kammiuinsuka.org/2015/03/kepe-mimpinan-dalamislam-pengertian.html>
- Jallow, A. S. (2023). The Role of Islamic Boarding School Education in Character Formation (Perspective of Islamic Psychology). *Al Misykat : Journal of Islamic Psychology*, 1(1), 63–72. <https://doi.org/10.24269/al-misykat.v1i1.6810>
- Khalifah, M. H., Kasri, R. A., & Aslan, H. (2024). Mapping the evolution of ZAKAH theme publications years 1964-2021: a bibliometric analysis. *Journal of Islamic Accounting and Business Research*, 15(2), 265-290.
- Komarodin, M., & Rofiq, A. (2023). Islamic Boarding School Management in Forming The Religious Character of Students. *Chalim Journal of Teaching and Learning*, 3(1), 11–19. <https://doi.org/10.31538/cjotl.v3i1.428>
- Kuzaiman, N. A., Zainuddin, A., Salleh, N. A. M., Kasolang, S., & Rashid, A. A. (2017). Green lean TQM Islamic process management practices in Malaysian food companies. *Pertanika Journal of Science and Technology*
- Latipah, E., Suhartini, A., Eq, N. A., Stai,), Cianjur, A.-A., Uin,), Gunung, S., & Bandung, D. (2023). the Existence of Islamic Boarding Schools in Responding To the Challenges of Era 4.0. *Jurnal Pendidikan Islam*, 12(2), 1411–8173. <https://doi.org/10.29313/tjpi.v12i2.9109>
- Lundeto, A., Talibo, I., & Nento, S. (2021). Challenges and Learning Strategies of Islamic Education in Islamic Boarding Schools in the Industrial Revolution Era 4.0. *AL-ISHLAH: Jurnal Pendidikan*, 13(3), 2231–2240. <https://doi.org/10.35445/alishlah.v13i3.1153>
- Metcalfe, B. D. (2008). Women, management and globalization in the Middle East. *Journal of Business ethics*, 83(1), 85-100.
- Mi'raj, D. A., & Ulev, S. (2024). A bibliometric review of Islamic economics and finance bibliometric papers: an overview of the future of Islamic economics and finance. *Qualitative Research in Financial Markets*, 16(5), 993-1035.
- Mubarak, N., Khan, J., Safdar, S., Muhammad, S., & Riaz, A. (2021). Ethical leadership in project-based organizations of Pakistan: the role of psychological empowerment and Islamic work ethics. *Management Research Review*.
- Mujib, A., & Ali, M. (2022). LEADERSHIP MANAGEMENT ISLAMIC EDUCATION Institut Agama Islam Negeri Metro Lampung. *International Journal of Islamic Religious*, 1(1), 18–26. <https://ejournal.amypublishing.com>
- Mukhtar, Risnita, Masriani. (2019). The effect of organization culture, leadership style, and work motivation toward the organizational commitment. *International Journal of Scientific and Technology Research*
- Musaddad, A. (2023). Transformation of Islamic Boarding Schools as Islamic Education Institutions in Indonesia. *Journal of Islamic Education Research*, 4(01), 73–82. <https://doi.org/10.35719/jier.v4i1.319>
- Nadir, M. (2021). THE ROLE OF ISLAMIC BOARDING SCHOOLS IN BUILDING SPIRITUAL VALUES, NATIONAL VALUES AND CULTURAL VALUES IN INDONESIA. *Pendidikan Multikultural*, 5(2), 200–2005.
- Napitupulu, R. M., Sukmana, R., & Rusydiana, A. S. (2024). Governance of Islamic social finance: learnings from existing literature. *International*

- Journal of Islamic and Middle Eastern Finance and Management*, 17(3), 552-571.
- Naser F.N.M., Kassim E.S., Ahmad S.F.S. (2018). Islamic leadership and employee engagement. *Malaysian Journal of Consumer and Family Economics*
- Nasution, Y. S. J., Zainarti, & Rambe, M. (2024). The Role of Islamic Boarding School Strategy in Economic Empowerment for Santri at the Darul Ma'rifat Islamic Boarding School. *International Conference on Islamic Economics Community Service*, 71–77.
- Nursamsi, U., Aziz, A., Hayatunnufus, A. B., & Firdaus, A. H. (2023). Challenges of Salafiyah Islamic Boarding Schools: A Critical Reflection. *Religious Studies: An International Journal*, 11(1), 1–23.
- Özdemir, M., & Selçuk, M. (2021). A bibliometric analysis of the International Journal of Islamic and Middle Eastern Finance and Management. *International Journal of Islamic and Middle Eastern Finance and Management*, 14(4), 767-791.
- Patel, T., Salih, A., & Hamlin, R. G. (2019). Perceived managerial and leadership effectiveness in UAE and Egypt: A comparison through the combined lenses of Islamic work ethics and Islamic leadership. *European Management Review*, 16(3), 647-666.
- Prasetyo, M. A. M., Bashori, B., & Rahmi, A. (2021). The Adiwiyata Islamic Boarding School Management (A Study of Participatory Leadership Style). *Al-Ta Lim Journal*, 28(2), 104–116. <https://doi.org/10.15548/jt.v28i2.666>
- Rahayu, S., & Irfany, M. I. (2022). Waqf on Environmental Issue: A Systematic Review. *International Journal of Waqf*, 2(1).
- Rahman, R. A., Omar, N. H., Rahman, A., & Muda, R. (2018). Islamic ethical values of corporate top leadership and real earnings management. *International Journal of Law and Management*.
- Rahtikawatie, Y., Chalim, S., & Ratnasih, T. (2021). Investigating The Role of Religious Leadership at Indonesia's Islamic Boarding Schools in The Sustainability of School Management. *Eurasian Journal of Educational Research*, 2021(96), 51–65. <https://doi.org/10.14689/ejer.2021.96.4>
- Ridzuan, A. R., Zakaria, S., Fianto, B. A., Yusoff, N. Y., Sulaiman, N. F., Razak, M. I., et al. (2021). The Nexus between Financial Development and Income Inequality before the Covid-19 Pandemic: Does Financial Kuznets Curve Exist in Malaysia, Indonesia, Thailand and Philippines? *International Journal of Energy Economics and Policy*, 260-271.
- Rivai, V. and Arifin, A. (2009). "Islamic Leadership, Building Superleadership Through Spiritual Intelligence". First printing Jakarta; Bumi Aksara. Page. 106
- Rozza, D. S., Arifin, S., Humaidi, M. N., & Danis, A. (2024). Islamic Education Policy in Islamic Boarding Schools To Encounter the Flow of Globalization. *Research and Development Journal of Education*, 10(1), 286. <https://doi.org/10.30998/rdje.v10i1.21961>
- Rusydiana, A. S., Irfany, M. I., As-Salafiyah, A., & Tieman, M. (2023). Halal supply chain: A bibliometric analysis. *Journal of Islamic Marketing*, 14(12), 3009-3032.
- Sabila, A. M., Arifin, S., & Humaidi, M. N. (2024). Islamic Boarding School in the Trajectory of Indonesian History: Origins, Characteristics, and Policy Dynamics. *Al-Hayat: Journal of Islamic Education*, 8(1), 45. <https://doi.org/10.35723/ajie.v8i1.440>
- Salajegheh S., Izi N. (2015). Reduce job stress: Dependent effects (mutual) emotional intelligence and leadership style. *International Journal of Applied Business and Economic Research*
- Salim, N. A., Zaibi, M., Brantasari, M., & Ikhsan, M. (2024). Islamic Boarding School Leadership Innovation : From Traditional to Modernization of Education. *Munaddhomah: Jurnal Manajemen Pendidikan Islam*, 5(4), 447–460. <https://doi.org/https://doi.org/10.31538/munaddhomah.v5i4.1392>
- Salleh, M. J. (2018). Educational Leadership Model: An Islamic Perspective. *Al-Shajarah: Journal of the International Institute of Islamic Thought and Civilization (ISTAC)*, 49-70.
- Salleh, N. A. M., Ngadiman, N., Kuzaiman, N. A., Zainudin, A., Kasolang, S., & Hoffmann, J. (2020). Green Lean TQM Leadership Management Practices in Malaysian Food Companies.
- Shubhi, K., Rahmawati, L. A., Putriani, S., & Riskiani, R. (2024). Development of Islamic Boarding School Economic Areas to Improve the Welfare of Santri. *MONETARIUM: Journal of Economic Business and Management*, 1(2), 59–65.
- Siregar, Z. A. B., Akmal, S., Mohzana, Rahman, K., & Putra, F. T. (2023). Islamic Boarding School Leadership and Work Environment on Teacher

- Performance. *Nazhruna: Jurnal Pendidikan Islam*, 6(3), 420–435. <https://doi.org/10.31538/nzh.v6i3.4065>
- Sirojudin, A. A., Sanusi, A., Syamsudin, A., & Hanafiah. (2021). Islamic Boarding School Education Management in Forming The Independence of Students. *Journal of Islamicate Studies*, 4(2), 117–129. <https://doi.org/https://doi.org/10.32506/jois.v4i2.738>
- Soeprayitno. (2020). The relationship between knowledge management, leadership style, and work motivation: Evidence from an Islamic boarding school. *International Journal of Business and Society*
- Syamsudduha. (2004). *Pesantren Management*. (Yogyakarta: Grha Guru), pp. 16
- Usman, H. (2006). *Management: Theory, Practice and Educational Research*. (Jakarta: Bumi Aksara), pp. 3
- Us, K. A. (2015). The Leadership of Kyai in Islamic Boarding School (A Study of Islamic Boarding School in Jambi). *Al-Ta Lim Journal*, 22(1), 88–95. <https://doi.org/10.15548/jt.v22i1.113>
- Yenice, A. C., Ozdemir, M., & Koc, A. (2022). Looking at the ‘Big Picture’ in Islamic Economics and Finance Literature A Bibliometric Analysis of WoS Indexed Documents. *Turkish Journal of Islamic Economics*, 9(1).
- Yusuf, E., Tamam, A. M., & Husaini, A. (2021). Leadership and Its Position in Islamic Education. *International Journal of Nusantara*, 09(02), 504–513. <https://doi.org/10.15575/ijni.v9i2.16639>