

Mapping the Intellectual Landscape of Management and Islamic Institutions: A Comprehensive Bibliometric Analysis (1977–2025)

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ABSTRACT

This study presents a comprehensive bibliometric analysis of research on management and Islamic institutions, drawing on 704 publications indexed in Scopus between 1977 and 2025. Its objective is to systematically map the field's intellectual structure, analyse publication and citation trends, identify key contributors and source journals, visualise dominant thematic clusters and emerging hotspots, and highlight research gaps to guide future scholarly directions and enhance the global relevance of Islamic management research. The analysis integrates productivity, impact, and thematic indicators to reveal the intellectual development and emerging directions of the field. Publication trends demonstrate a modest output until 2009, followed by accelerated growth, with the period 2020–2025 accounting for more than half of the total contributions. Citation analysis highlights seminal works in Islamic banking, Shariah governance, and education as foundational to the discourse. Geographically, Malaysia and Indonesia dominate in scholarly output, reflecting their established infrastructures in Islamic finance and higher education, while contributions from the United States, the United Kingdom, Iran, Pakistan, and Gulf states underscore a broader international engagement. Keyword co-occurrence analysis reveals six thematic clusters: Islamic finance and governance, ethics and organizational outcomes, higher education management, policy and ideology, leadership models, and mosque-based community development. The findings illustrate both the consolidation of Islamic finance as the intellectual core and the diversification into education, ethics, policy, and community leadership. By mapping the evolution and identifying research gaps, this study contributes to strengthening the global relevance of Islamic management scholarship and guiding future research directions.

Keywords: Islamic Management, Shariah Governance, Islamic Finance, Bibliometric Analysis, Islamic Institutions

INTRODUCTION

Research in management and Islamic institutions has evolved into a dynamic interdisciplinary domain that integrates classical Islamic principles with modern organizational practices. Scholars have examined themes ranging from ethical management and servant leadership to Shariah governance in financial institutions, highlighting the distinct moral and epistemological frameworks that set Islamic management apart from conventional approaches. Early contributions emphasized the role of values such as sincerity, accountability, and justice in shaping managerial behaviour, while more recent studies have expanded into areas such as quality assurance in Islamic education, knowledge management in Islamic universities, and the professionalization of mosque administration.

Despite this growth, existing literature remains fragmented, with significant underrepresentation of topics such as Islamic insurance, logistics, and technology-driven financial solutions. Furthermore, the field is characterized by geographic concentration, with Southeast Asia emerging as a primary hub, but limited global collaboration is evident across research networks. These gaps underscore the need for systematic mapping to capture the field's intellectual structure, assess its trajectory, and identify future research opportunities. Accordingly, the objective of this study is to systematically map and analyse the intellectual structure, thematic

evolution, and global research trends in management and Islamic institutions between 1977 and 2025, using bibliometric techniques to identify key contributors, thematic clusters, and emerging research frontiers.

Bibliometric analysis offers a rigorous methodology to address these challenges by quantifying productivity, visualizing thematic clusters, and highlighting influential works and authors. Using the Scopus database as the primary data source, this study applies bibliometric indicators and network mapping to examine the evolution of management and Islamic institution research from 1977 to 2025. The analysis not only uncovers the dominant themes and high-impact publications but also situates Islamic management research within a global scholarly context. By doing so, it provides valuable insights into the current state of the field and pathways for future inquiry.

LITERATURE REVIEW

Definition and Key Concepts of Management and Islamic Institutions

Research in management and Islamic institutions covers a broad spectrum of themes that reflect the integration of Islamic principles into organizational practices, governance, education, and finance. Scholars have emphasized the role of Islamic values in shaping management frameworks, highlighting ethical and value-based approaches that distinguish Islamic management from conventional models (Apriantoro & Susanto, 2024; Forster, 2014; Moghimi, 2018). This body of research underscores the centrality of principles such as sincerity (ikhlās), responsibility (amānah), and justice (‘adālah), which guide managerial conduct and decision-making processes. Ethical management and servant leadership, inspired by Islamic teachings, are often highlighted as foundational aspects of leadership within Islamic organizations (K. Ahmad & Ogunsola, 2011).

Another important strand of research is Shariah governance, which examines compliance structures in Islamic financial institutions. Studies in this area explore how accountability, transparency, competency, and confidentiality can be embedded into governance mechanisms (Ayub et al., 2024; Obid & Naysary, 2014). Theoretical perspectives such as agency, stewardship, and stakeholder theories have been applied to enhance understanding of governance within Islamic finance, while institutional theory has been used to reinforce the legitimacy and regulatory robustness of Shariah frameworks (Karbhari et al., 2020). In this regard, Shariah supervisory boards play a critical role in overseeing compliance and managing risks unique to Islamic banking (Alatassi & Pillai, 2024). Moreover, the integration of Islamic values into corporate governance extends beyond compliance, aligning organizational practices with broader social and environmental responsibilities (Aleraij & Asutay, 2023; Ayub et al., 2024).

The management of Islamic educational institutions has also received growing attention, with studies focusing on quality assurance systems, curriculum development, and institutional strategies. Research highlights the importance of aligning educational practices with Islamic values while simultaneously incorporating modern pedagogical strategies to enhance learning and research outcomes (Abidin et al., 2023; Ainissyifa, 2019; Lateh et al., 2024). These approaches ensure that Islamic education not only preserves its traditional foundations but also remains relevant in contemporary academic and professional contexts. An interdisciplinary dimension further enriches this field, as scholars attempt to integrate Islamic teachings with contemporary management theories and methodologies. Such approaches seek to produce holistic management models that combine epistemological and moral values derived from Islam with qualitative and quantitative research designs (Rassool, 2023; Slamet, 2015; Talatapeh et al., 2015). This synthesis offers a distinctive framework for management research, bridging classical Islamic thought with modern scientific inquiry to address the complexities of contemporary organizational challenges.

Overall, the literature on management and Islamic institutions demonstrates a diverse yet interconnected research landscape. It encompasses ethical management, Shariah-compliant governance, educational management, and interdisciplinary knowledge integration. Collectively, these studies aim to establish management practices that are not only effective in achieving organizational objectives but also firmly rooted in Islamic principles and values, thereby contributing to both scholarly discourse and practical applications within Islamic contexts.

A General Overview of the Existing Knowledge in Management and Islamic Institutions

Research in management within Islamic institutions reflects an attempt to integrate religious principles with modern organizational and governance practices. One of the significant areas of focus has been Islamic Knowledge Management, which is founded upon the Islamic philosophy of knowledge that regards knowledge as a divine trust and a cornerstone of societal development. This perspective emphasizes the Quran and Prophetic traditions as primary sources of guidance in managing and disseminating knowledge (A. Ahmad, 2014; Yaakub & Othman, 2016). Recent studies highlight how Islamic universities in Indonesia have implemented specific knowledge management strategies designed to improve academic productivity, demonstrating that policies and institutional frameworks can be effectively tailored to local needs while maintaining alignment with Islamic principles (Niam et al., 2023).

Despite these advancements, the representation of Islamic management and organizational knowledge in academic literature remains limited. Much of the existing scholarship tends to analyse Islamic management through Western lenses, leading to intellectual and cultural marginalization of Islamic perspectives (Ul-Haq & Westwood, 2012). Scholars argue for a stronger inclusion of Islamic viewpoints in management studies, noting that Islam offers a distinctive worldview capable of challenging and enriching dominant Northern orthodoxies (Ul-Haq & Westwood, 2012).

Corporate governance in Islamic financial institutions (IFIs) has also emerged as a critical area of research. Studies reveal that IFIs often face challenges in safeguarding the interests of unrestricted investment account holders due to weaknesses in governance mechanisms, particularly with regard to accountability, responsibility, and independence in decision-making (Magalhães & Al-Saad, 2013). Comparative research between IFIs and conventional financial institutions in Pakistan demonstrates that, although both types of institutions encounter similar risks, their governance practices differ significantly due to distinct business models and operational logics (Rashid et al., 2024). These findings highlight the necessity of governance reforms that are sensitive to the unique structural and ethical frameworks of Islamic finance.

Parallel to governance, Islamic leadership and management principles have been extensively discussed in the literature. Leadership models grounded in Islamic teachings emphasize moral competency, integrity, humility, and societal responsibility (Salleh, 2018). Effective leadership, in this context, is tied to serving others, fostering justice, and upholding piety. Such principles are not only theoretical but have also been applied in practice. For instance, at the International Islamic University Malaysia, administrators integrate servant-leadership with revealed sources of knowledge, thereby embedding Islamic leadership principles into academic and organizational management (K. Ahmad & Ogunsola, 2011). Another growing field of interest is the relationship between Islamic work ethics and organizational performance. Evidence suggests that Islamic work ethics play a moderating role between knowledge management capabilities and institutional performance, particularly in higher education contexts. This relationship highlights how the integration of ethical principles into management practices contributes to both individual and organizational effectiveness (Al-Arimi et al., 2016).

Finally, the management of zakah has received renewed scholarly attention, particularly in light of contemporary challenges. Effective zakah management requires leaders who not only possess strong financial and administrative skills but also embody Islamic values of accountability and transparency. Modern interpretations of zakah administration emphasize the development of organizational cultures that align with both traditional religious teachings and modern governance demands (Hakim & Noviyanti, 2025).

Overall, the existing body of knowledge on management in Islamic institutions demonstrates a dynamic intersection of traditional values and modern organizational practices. While challenges of underrepresentation and governance limitations remain, the integration of Islamic principles into management frameworks, leadership models, work ethics, and zakah administration underscores the potential of Islamic perspectives to contribute meaningfully to both theory and practice in management studies.

The Research Gaps in the Study of Management and Islamic Institutions That a Bibliometric Study May Fill In

The study of management and Islamic institutions has grown steadily, yet several research gaps remain evident in the existing body of knowledge. These gaps highlight the need for further scholarly inquiry, and bibliometric studies offer a useful approach to addressing them by systematically mapping trends, identifying neglected areas, and suggesting new directions for research.

One of the first gaps relates to underexplored topics in Islamic management. Research on Shariah governance and its relationship with macroeconomic variables is relatively scarce, despite its importance in shaping financial stability and institutional credibility. Similarly, areas such as Islamic insurance and logistics are largely underrepresented, indicating opportunities for future exploration (Rizqi Febriandika & Safitri, 2025). Beyond this, the literature on Islamic finance shows a concentration on Islamic banking, while other critical areas of Islamic social finance—such as zakat, waqf, and microfinance—have not received proportional scholarly attention (Bello & Haneef, 2022; Hussin, Rahman, et al., 2024). This gap is significant, as these mechanisms play a direct role in community well-being and poverty alleviation. Likewise, technology-based initiatives in finance, including crowdfunding platforms and cryptocurrencies, have not yet been examined extensively in the context of Islamic principles (Özdemir & Selçuk, 2021).

The intersection of Islamic business and management presents another set of challenges. Although the principles of Islamic management are well-articulated in theory, their practical application in Arab countries remains limited, partly due to the influence of non-Islamic traditions and Western management models (Branine & Pollard, 2010). This disjuncture suggests a need for more empirical research to bridge the gap between Islamic principles and organizational realities. Furthermore, the impact of globalization on multinational corporations operating in Islamic countries, and the reverse diffusion of management practices from Islamic to non-Islamic contexts, remains underexplored (Branine & Pollard, 2010; Khaled et al., 2023).

Islamic education management also offers considerable scope for further study. Comparative analyses and evaluations of pedagogical approaches in Islamic religious schools are limited, particularly in examining regional variations and policy implications. This is an important area of research, especially in the context of globalization and the rising demand for faith-based education (Hussin, Muhammad, et al., 2024). Similarly, Islamic marketing has emerged as a growing field, yet key areas such as consumer behavior, halal certification, brand loyalty, and ethical marketing practices require more comprehensive investigation to fully understand their dynamics in diverse cultural and economic contexts (Ali et al., 2025).

Bibliometric studies can contribute significantly to filling these gaps. By mapping research trends, they can provide an overview of the evolution of themes, highlight influential authors and institutions, and identify emerging areas of interest (Alghamati et al., 2024; Aprianoro & Susanto, 2024). They can also uncover opportunities for collaboration through the analysis of co-authorship networks, which remains particularly underdeveloped in fields such as Islamic fund management (Md Husin et al., 2024). In addition, bibliometric approaches can reveal underrepresented regions in Islamic management and finance research, drawing attention to geographical disparities in knowledge production (Mahsusi et al., 2024; Okur et al., 2025).

Addressing these research gaps through bibliometric studies can strengthen the integration of Islamic perspectives in management scholarship and broaden the global relevance of this field. By systematically examining neglected areas, promoting inclusivity, and situating Islamic management within both local and global contexts, future research can create a more comprehensive and impactful body of knowledge for scholars and practitioners alike.

METHODOLOGY

Bibliometric Analysis

This component focuses on the application of bibliometric indicators and mapping techniques to uncover research trends, intellectual structures, and thematic evolution in the intersection of management and Islamic

institutions. Bibliometric analysis combines productivity indicators, which quantify publication output, with impact indicators, which assess scientific influence. In this study, annual publication trends and the distribution of documents across journals, authors, institutions, and countries were measured to determine the productivity landscape of the field. Citation counts were analyzed to capture the relative scholarly impact of publications. Furthermore, keyword co-occurrence analysis was employed to identify dominant themes and conceptual structures in the literature. By examining the frequency of co-word associations, research hotspots and emerging directions were visualized through network maps.

Procedural Analysis

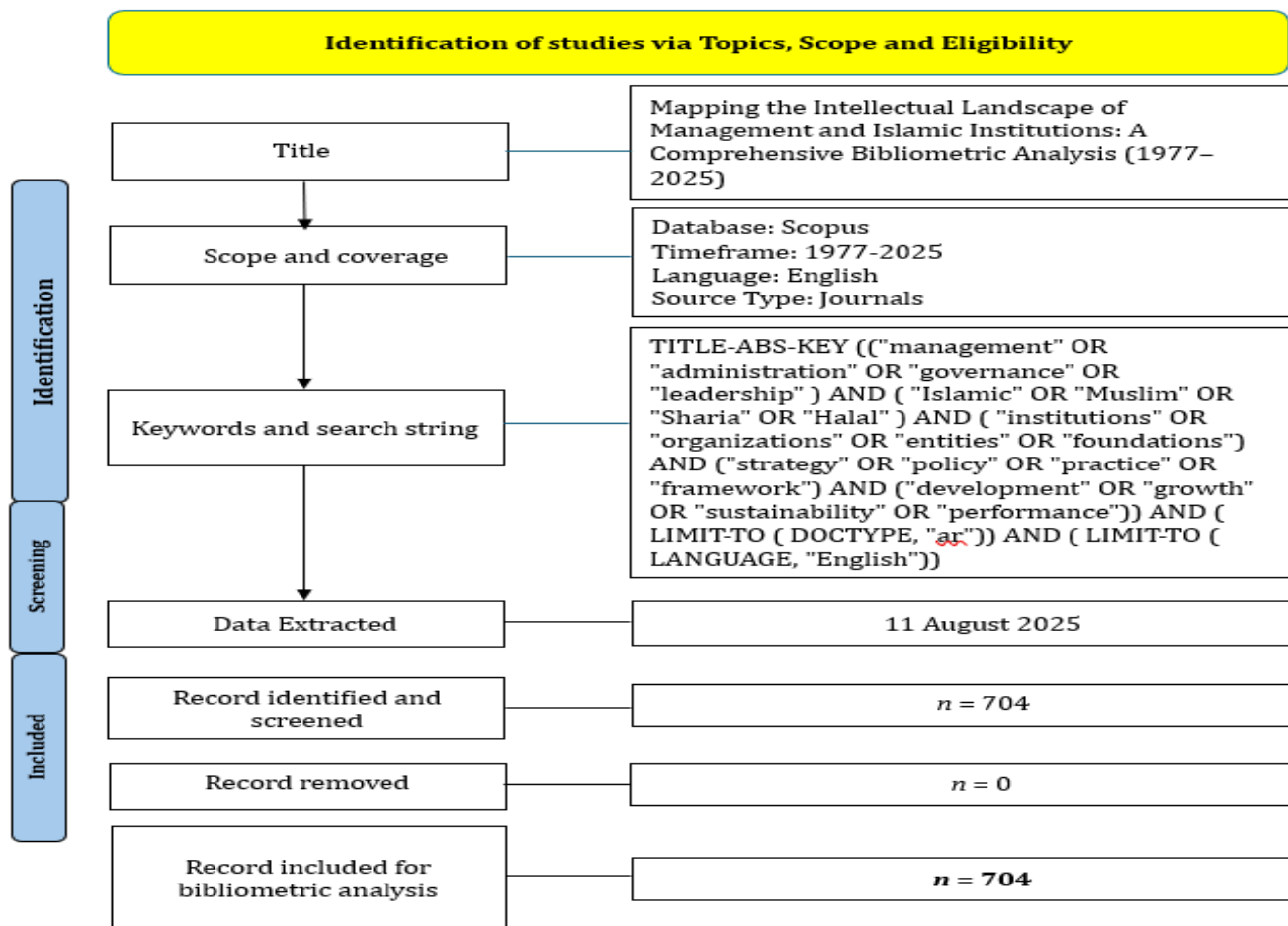


Fig. 1. The Study Flowchart

The procedural framework outlines the systematic process of data retrieval, preparation, and tool deployment to ensure methodological rigor and reproducibility. The Scopus database was selected as the primary source because of its comprehensive coverage of peer-reviewed literature and its strong indexing standards. To capture the relevant corpus, a customized Boolean search string was applied:

TITLE-ABS-KEY (("management" OR "administration" OR "governance" OR "leadership") AND ("Islamic" OR "Muslim" OR "Sharia" OR "Halal") AND ("institutions" OR "organizations" OR "entities" OR "foundations") AND ("strategy" OR "policy" OR "practice" OR "framework") AND ("development" OR "growth" OR "sustainability" OR "performance")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (LANGUAGE, "English"))

Only documents written in English and classified as articles or reviews were included, while the time frame was set to cover the full range of available years in the Scopus database. Data retrieval was conducted on 11 August 2025, which ensures that the analysis is reproducible at any later stage. The metadata were exported in CSV format and included essential bibliographic details such as title, abstract, author names, institutional

affiliations, keywords, year of publication, source title, and citation counts. Figure 1 illustrates the data collection and refinement process, following a PRISMA-like workflow.

Bibliometric mapping and visualization were conducted using VOSviewer (version 1.6.20, released late 2024). This software is widely recognized for constructing and visualizing bibliometric networks of co-authorship, co-occurrence of keywords, citation, bibliographic coupling, and co-citation relationships (Van Eck & Waltman, 2010). The network visualization function was employed to reveal thematic clusters, patterns of scholarly collaboration, and citation linkages across the dataset, thereby offering a comprehensive picture of the intellectual and structural development of research on management and Islamic institutions.

RESULT

This section presents the findings of the bibliometric analysis, structured into descriptive analytics, productivity and impact indicators, collaboration networks, and thematic structure analysis based on bibliographic coupling and keyword co-occurrence.

RQ1: What are the publication and citation trends in management and Islamic institutions from 1977 to 2025?

The bibliometric analysis indicates a steady yet modest output of publications on management and Islamic institutions from 1977 until 2009, with only 78 works produced during that period. A notable expansion began in 2010, producing 226 papers between 2010 and 2019.

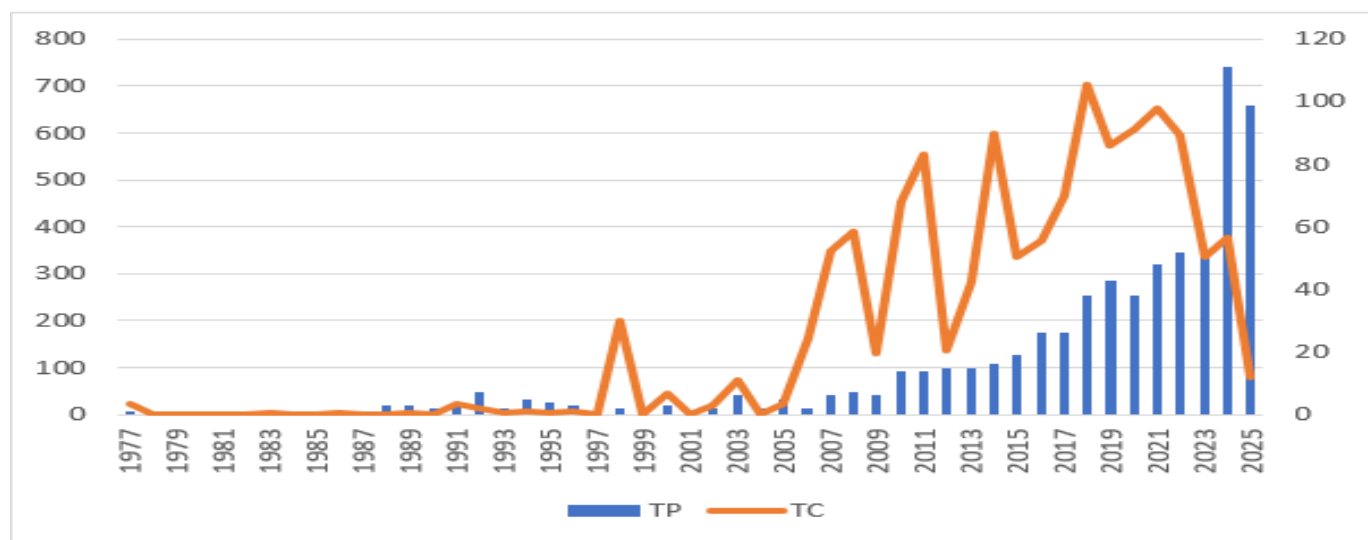


Fig. 2. The Publication Trends

Figure 2 shows that the growth became more pronounced in the most recent period, with 400 publications recorded between 2020 and 2025. Annual publication volume reached its peak in 2024 with 111 works, followed closely by 99 in 2025 to date. This upward trajectory corresponds to a compound annual growth rate of approximately 13.9% since 2010, reflecting increasing global scholarly engagement in the field.

The dataset comprises 704 publications generating 8,592 citations, averaging 12.2 citations per paper. Citation patterns reveal that earlier works—particularly those in Islamic banking, governance, and education—have accumulated higher citation counts, while recent publications have yet to achieve comparable impact due to their recency.

RQ2: Which countries have made the most significant contributions to this field?

An analysis of author affiliations in Figure 3 shows that the field is geographically anchored in Southeast Asia, with Malaysia (154 publications) and Indonesia (143) emerging as the most prolific contributors. Other leading

countries include the United States (38), Iran (35), the United Kingdom (29), Australia (24), Pakistan (23), Saudi Arabia (21), Turkey (14) and the United Arab Emirates (11).

Rank	Country	Publications
1	Malaysia	154
2	Indonesia	143
3	United States	38
4	Iran	35
5	United Kingdom	29
6	Australia	24
7	Pakistan	23
8	Saudi Arabia	21
9	Turkey	14
10	United Arab Emirates	11

Fig. 3. Number of Publications by Countries

Collaboration patterns reveal that, on average, each paper involves authors from 1.25 countries, and approximately 24.9% of the publications are internationally co-authored. The predominance of single-country contributions (about 68.9% of the total) suggests a strong regional research base, with growing but still limited cross-border research collaboration.

RQ3: What are the most cited and high-impact publications shaping this research domain?

The most cited works in the corpus highlight the intellectual foundations of the field. The leading article by Mallin, Farag, and Ow-Yong (2014), published in the *Journal of Economic Behavior & Organization*, has received 291 citations, followed by Derigs and Marzban (2008) in the *International Journal of Islamic and Middle Eastern Finance & Management* with 201 citations, and Metcalfe (2007) in the *International Journal of Human Resource Management* with 197 citations.

Additional influential studies address Islamic corporate governance frameworks, corporate social responsibility in GCC Islamic banks, post-disaster recovery through social capital, and Islamic perspectives on education and leadership.

In terms of source outlets, the *Journal of Islamic Accounting and Business Research* (31 publications), *International Journal of Islamic and Middle Eastern Finance and Management* (26), *Journal of Islamic Marketing* (19), and *ISRA International Journal of Islamic Finance* (11) are the most productive.

The *International Journal of Islamic and Middle Eastern Finance and Management* stands out for combining high publication volume with significant citation impact (708 citations), underscoring its central role in shaping discourse in this area.

Table 1. Top 10 Most Cited Articles

Rank	Title	Cited by	Insight
1	Corporate social responsibility and financial performance in Islamic banks	291	Investigates CSR–financial performance link in Islamic banks, emphasizing governance mechanisms, ethical compliance, and market stakeholder expectations.
2	Review and analysis of current Shariah-compliant equity screening practices	201	Critically evaluates Shariah equity screening methods, highlighting methodological inconsistencies and implications for Islamic financial market integrity.
3	Gender and human resource management in the Middle East	197	Analyses gender–HRM dynamics in Middle Eastern contexts, addressing cultural constraints, organizational policies, and workforce inclusivity challenges.
4	Dead mothers and injured wives: The social context of maternal morbidity and mortality among the Hausa of northern Nigeria	196	Examines socio-cultural determinants of maternal morbidity and mortality in Hausa communities, linking traditional practices to adverse health outcomes.
5	Developing an Islamic Corporate Governance framework to assess corporate social responsibility disclosure	148	Proposes an Islamic governance framework for CSR disclosure, integrating Shariah compliance with sustainability reporting standards.
6	Factors influencing the adoption of Islamic banking in Malaysia	146	Identifies determinants of Islamic banking adoption in Malaysia, including religiosity, service quality perceptions, and consumer awareness.
7	Determinants of Islamic banks' capital structure: Evidence from GCC countries	143	Analyses capital structure drivers in GCC Islamic banks, focusing on profitability, asset structure, and adherence to Shariah principles.
8	Islamic work ethic: A critical review	119	Synthesizes Islamic work ethic literature, evaluating conceptual frameworks, cultural influences, and managerial applications.
9	Measuring the performance of microfinance institutions in Muslim countries	110	Assesses Islamic microfinance institution performance using financial viability and outreach effectiveness indicators.
10	The role of zakat in poverty alleviation in Muslim-majority countries	105	Evaluates zakat's role in poverty reduction, emphasizing governance quality, equitable distribution, and socio-economic development outcomes.

RQ4: What are the dominant themes and emerging research hotspots identified through keyword co-occurrence and thematic mapping?

As illustrated in Figure 4, the keyword co-occurrence analysis using VOSviewer identified six major thematic clusters. The first and most prominent cluster revolves around Islamic banking and finance, corporate governance, and financial performance, frequently linked to sustainability, waqf, and the operational impacts of COVID-19. The second cluster examines management, ethics, and organizational outcomes within Islamic contexts, incorporating leadership, human resource management, and Sharia compliance.

The third focuses on higher education and institutional development, including governance systems, quality assurance, entrepreneurship, and digital transformation in Islamic universities. The fourth cluster addresses the interplay between geopolitical contexts, public policy, and institutional governance, highlighting the influence of Islamic ideology on administrative practices.

The fifth cluster concentrates on leadership models and human resource development within education and non-profit sectors, particularly transformational leadership and organizational culture. The final cluster centers on mosque-based education, madrasahs, and community development, with attention to women's rights and community engagement.

While Islamic finance and governance remain the intellectual core of the field, there is clear diversification into educational leadership, community-based initiatives, and policy studies. Recent trends indicate the emergence of sustainability and ESG in Islamic finance, enhanced governance in higher education, and institutional responses to the COVID-19 pandemic as key research frontiers.

Table 2. The Six Thematic Clusters

Cluster	Theme	Core Terms	Emerging Hotspots
Cluster 1	Islamic Banking & Finance, Governance, and Performance	Islamic banks, Islamic banking, Islamic finance, corporate governance, financial performance, waqf, sustainability, COVID-19	ESG integration, waqf-based financing, COVID-19 operational impacts
Cluster 2	Management, Ethics, and Organizational Outcomes in Islamic Contexts	Islam, governance, leadership, organizational performance, ethics, Sharia compliance, human resource management	Ethical leadership, Sharia-compliant HR practices
Cluster 3	Higher Education & Institutional Development	Higher education, Islamic higher education, universities, quality assurance, entrepreneurship, financial management, digital transformation	Digitalized quality assurance, entrepreneurial universities
Cluster 4	Geo-political and Policy Interfaces	Iran, Turkey, Islamism, security, policy, public administration, development	Policy-ideology nexus in governance
Cluster 5	Leadership Models & HRD in Education/Non-profits	Education, transformational leadership, human resource development, organizational culture, religiosity	Leadership style—performance links in non-profits
Cluster 6	Mosque/Religious Education & Community Development	Religious education, mosque, madrasah, South Asia, women's rights, community engagement	Gender inclusion, mosque-based community programs

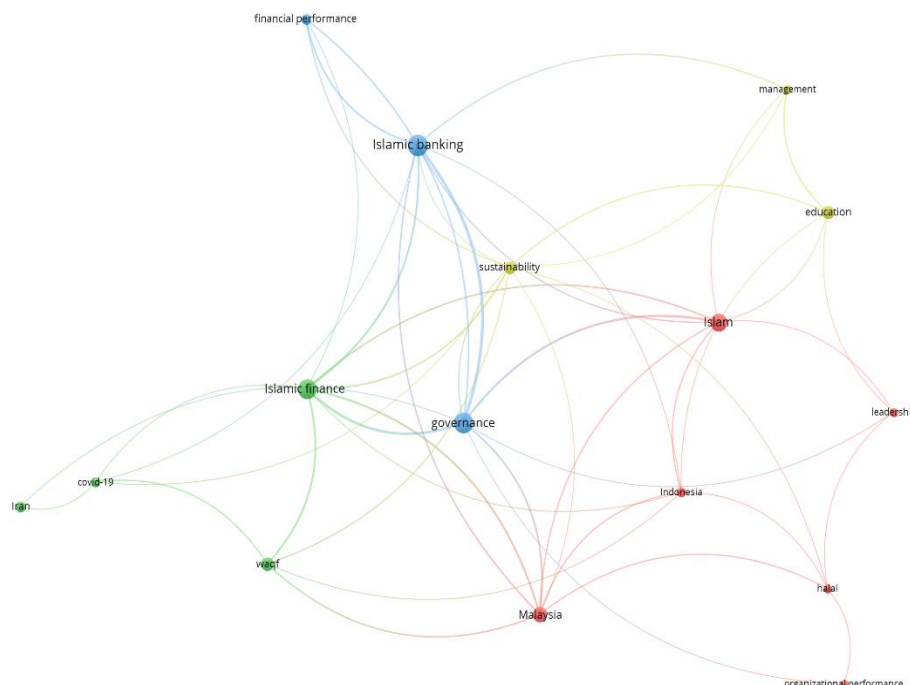


Fig. 4. VOSviewer-based Co-occurrence Map

DISCUSSION

RQ1 examined the publication and citation trends in the field of management and Islamic institutions from 1977 to 2025. The bibliometric analysis reveals a marked shift from a marginal research niche to a robust,

rapidly expanding domain. Output remained relatively low until 2009, with steady but modest annual growth. From 2010 onward, however, the field entered a sustained acceleration phase, culminating in a publication surge between 2020 and 2025. This trajectory corresponds with the institutional consolidation of Islamic finance, the expansion of Islamic higher education systems, and heightened global interest in governance in faith-based institutions. Citation patterns indicate a maturity effect: earlier contributions—particularly those addressing Islamic banking, governance, and organizational performance—have amassed substantial scholarly influence (Derigs & Marzban, 2008; Mallin et al., 2014), while the more numerous recent works have yet to reach equivalent citation levels due to recency, rather than diminished relevance.

RQ2 explored the geographical distribution of contributions, revealing a pronounced Southeast Asian dominance, with Malaysia and Indonesia leading in output. This reflects both countries' advanced Islamic finance infrastructures and dense networks of Islamic universities and research centers. Secondary contributors include the United States, United Kingdom, Iran, Pakistan, and Gulf states such as Saudi Arabia and the United Arab Emirates, which act as complementary knowledge hubs. Despite this diversity, only about a quarter of studies involve international co-authorship, pointing to an underdeveloped global research network. The predominance of regionally concentrated research, while fostering deep contextual insight, may limit comparative breadth and the transferability of findings across differing institutional environments.

RQ3 addressed the most-cited and high-impact publications, which collectively form the intellectual backbone of the field. Seminal works in Islamic finance dominate this citation core, exemplified by (Mallin et al., 2014), who demonstrated links between corporate social responsibility and performance in Islamic banks, and (Derigs & Marzban, 2008), who articulated Sharia-compliant portfolio management frameworks. Other influential works extend into educational leadership from an Islamic perspective (Shah, 2006), and the role of social capital in community resilience (Aldrich & Meyer, 2015). This diversity suggests that while finance and governance are the field's historical foundation, its high-impact literature already encompasses adjacent themes of ethics, education, and social development, reflecting a maturing research agenda.

RQ4 investigated the dominant themes and emerging hotspots through keyword co-occurrence and thematic mapping, producing six distinct but interconnected clusters that collectively demonstrate the field's thematic breadth.

Cluster 1, centred on Islamic banking, finance, governance, and performance, remains the most voluminous and impactful, grounded in empirical and conceptual analyses of governance mechanisms (Jan et al., 2021) and Sharia-compliant financial innovation (Noordin et al., 2017). The integration of ESG considerations (Zain & Muhamad Sori, 2020) and sustainability-linked instruments within Islamic finance marks a shift from traditional compliance-focused scholarship toward contributions that align with the global responsible finance agenda.

Cluster 2 focuses on management, ethics, and organizational outcomes, emphasizing how Sharia-compliant leadership and HRM practices shape institutional performance (Jouda et al., 2016). This thematic area addresses the operationalization of Islamic ethical principles in day-to-day management, linking normative frameworks directly to measurable organizational outcomes. Studies within this cluster also point to ongoing challenges in aligning ethical aspirations with structural realities, particularly regarding gender and diversity in leadership roles (Metcalf & Mimouni, 2011).

Cluster 3 addresses higher education and institutional development, with a focus on governance reforms, quality assurance, entrepreneurship, and digital transformation. Contributions in this area (Suyadi, 2022; Usman & Ab Rahman, 2023) reveal how Islamic higher education institutions are adapting governance frameworks to meet global competitiveness standards while retaining alignment with Islamic values. The pandemic has accelerated digitalization in this sector, catalyzing long-term changes in management structures and delivery models.

Cluster 4 examines the intersection of policy, ideology, and institutional governance, illustrating how macro-level political and regulatory contexts shape operational realities. Comparative studies in banking policy (Al-Kayed, 2017) and analyses of policy implementation in health and development sectors (Damari et al., 2018;

Evans & Barakat, 2012) reveal that institutional governance in Islamic contexts cannot be fully understood without accounting for national ideological orientations, regulatory structures, and geopolitical dynamics. This cluster underscores that institutional management is not merely an internal matter but is embedded in broader socio-political ecosystems that can enable, constrain, or redirect organizational priorities.

Cluster 5 centers on leadership models and human resource development within education and non-profit organizations, with research showing strong links between transformational leadership, supportive organizational culture, and improved institutional performance (Mohd Elias et al., 2018; Shah, 2006). While much of this work is context-specific, the theoretical implications extend to value-based leadership in other cultural and institutional settings.

Cluster 6 focuses on mosque-based education, madrasahs, and community development, with increasing attention to inclusivity, gender equity, and professionalized management. Studies on mosque design and inclusivity (Vu et al., 2018) and the professionalization of mosque administration (Bakri et al., 2018; Fahmi, 2025) illustrate a shift toward framing religious institutions as multi-functional community hubs. This has implications for both service delivery and stakeholder engagement, positioning mosques and similar institutions as critical agents in social cohesion and development.

Taken together, the RQ4 findings reveal that while Islamic finance and governance remain the field's central pillar, the thematic scope has widened considerably, absorbing education, leadership, policy analysis, and community development into its scholarly agenda. Emerging hotspots such as ESG integration, digital transformation, and inclusive governance signal both convergence with global management discourses and the preservation of distinctive Islamic institutional logics. These thematic shifts, combined with the findings from RQ1–RQ3, indicate that the field is poised for deeper theoretical integration, greater cross-country collaboration, and expanded methodological diversity to fully capture the complexity of management in Islamic institutional contexts.

CONCLUSION

The bibliometric analysis of management and Islamic institutions reveals a field that has matured considerably over the past five decades. Initially marginal, the domain has expanded significantly since 2010, reflecting both the institutional consolidation of Islamic finance and the global recognition of faith-based management frameworks. While Islamic banking and governance remain the intellectual core, diversification into areas such as higher education, ethics, policy, leadership, and community development signals the broadening scope of scholarly inquiry.

Geographical analysis highlights Malaysia and Indonesia as leading contributors, supported by robust academic infrastructures and financial ecosystems, with growing but still limited collaboration from other regions. High-impact works continue to shape foundational debates in governance, leadership, and organizational ethics, while thematic mapping demonstrates the rise of new research frontiers, including sustainability, ESG integration, and digital transformation in Islamic institutions.

The study underscores both the achievements and challenges of the field. Future research would benefit from greater international collaboration, deeper engagement with underexplored topics such as zakat, waqf, and Islamic microfinance, and methodological diversity that bridges qualitative insights with quantitative bibliometric mapping. By addressing these areas, the scholarship of Islamic management can strengthen its global relevance, enhance cross-disciplinary integration, and contribute meaningfully to the broader discourse on ethics, governance, and sustainable development in organizational contexts.

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