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## Leadership in Halal Business Sector: Bibliometric Analysis and A Roadmap for Future Research

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### ABSTRACT

**Introduction/Main Objectives:** This study investigates leadership's role in the halal business sector, focusing on Islamic principles such as justice, integrity, and ethical decision-making. Leadership is crucial for business growth and addressing ethical and operational challenges in the expanding halal industry. This topic is significant due to the rising global demand for halal products and the need for leadership to ensure compliance with Islamic standards and sustain competitiveness. **Background Problems:** The halal sector faces standardization discrepancies, workforce development, and market competitiveness. This research asks: What are the trends, gaps, and future directions in leadership research within halal enterprises? **Novelty:** This study is the first to apply bibliometric analysis to leadership in halal enterprises, reviewing research from 1999 to 2024. Previous studies lacked exploration of leadership's role in fostering innovation, sustainability, and compliance. **Research Methods:** Bibliometric analysis of 60 Scopus-indexed publications using R-biblioshiny, Excel, and VOSviewer examines trends, collaborations, and gaps, complemented by content analysis. **Finding/Results:** Ethical leadership, strategic management, and innovation enhance halal businesses' competitiveness and compliance. Gaps highlight the need for interdisciplinary collaboration and leadership framework exploration. **Conclusion:** Leadership is essential for ethical challenges, sustainable growth, and global competitiveness, as well as for integrating ethics, innovation, and strategic management for halal industry success.

## 1. Introduction

Leadership is essential for the development and performance of business, particularly within the framework of Islamic business. A prominent leadership style is religious leadership, which has demonstrated the capacity to improve corporate performance (Elias et al., 2018). This methodology has been embraced by numerous leaders within the Islamic business sector, guiding organizations towards a vision consistent with Islamic principles, including justice and integrity, to cultivate a culture that emphasizes ethical business practices and social responsibility (Abeng, 2008; Nasyiah et al., 2024). Ethical leadership techniques have a greater impact on corporate performance. Ethical leadership emphasizes decision-making grounded in elevated moral and ethical principles, including honesty, justice, and sincerity, which are crucial for fostering a favorable and trustworthy workplace (Abdul Halim & Muda, 2016). Furthermore, the ethical conduct exhibited by corporate leaders is critical to improving employee happiness and loyalty, thereby increasing productivity (Zakiah et al., 2024). Consequently, ethical leadership cultivates a robust and affirmative organizational culture, resulting in heightened employee engagement and enhanced customer satisfaction (Aftab et al., 2022; Alkhadra et al., 2023).

The ethical framework for leadership in the halal business sector entails compliance with Islamic principles, encompassing planning, organizing, coordinating, controlling, and leading (Zakiah et al., 2024). This framework is essential for proficient leadership in overseeing shariah-compliant enterprises by incorporating these principles throughout all facets of the business, from

production to logistics, thereby ensuring religious adherence and augmenting the credibility and marketability of the enterprise (Ahmad et al., 2024; Nurainun et al., 2023; Zahir Yaacob & Rahman, 2023). Consequently, robust leadership in the halal industry can position a company as a worldwide Halal Hub by formulating worldwide marketing strategies, cultivating international relationships, and enhancing logistical infrastructure to bolster growth and competitiveness (Akim et al., 2024). Halal firms can improve their competitive advantage and operational efficiency by emphasizing leadership development (Amirah Firas Mufidah et al., 2021).

The significance of strategic management in the company is undeniable. In leadership, ethical and innovative strategic management is essential for maintaining competitive advantage and achieving long-term success. Bidin et al. (2021) assert that strategic management congruent with ethical principles and moral values results in more sustainable and dependable long-term outcomes. Karia & Asaari (2016) substantiate that incorporating innovation and sustainability practices into strategic management enhances a business's competitiveness. Ethical leadership and effective strategic management cultivate a productive workplace, promoting sustainable growth and innovation. The literature indicates that ethical leadership, strategic management, and suitable innovation are crucial for the success and sustainability of firms in the halal business sector.

Previous studies have examined the correlation between leadership and halal enterprises, specifically within the framework of SMEs functioning in the halal sector. Elias et al. (2018, 2019) investigated religious leadership's influence on halal enterprises' performance. This corresponds with the findings of Aftab et al. (2022), which underscores the significance of ethical leadership in halal enterprises for enhancing trust and job satisfaction, hence contributing to the organization's reputation and corporate social responsibility (CSR). Zailani et al. (2020) determined that applying halal orientation strategies (HOS), including adherence to halal standards in production and distribution, can impact financial performance. However, a robust halal culture inside the organization can minimize these effects. Furthermore, Bidin et al. (2021) and Karia & Asaari (2016) emphasized the significance of strategic management and innovation in Islamic enterprises for sustaining competitive advantage. Meldona et al. (2023) underscored the significance of leadership in knowledge management and financial literacy to improve the performance of halal SMEs. These studies suggest that leadership in halal enterprises encompasses various elements, including ethics, innovation, strategic management, and knowledge management, which enhance sustainable business performance and long-term success. Although numerous studies have been undertaken, research on this subject continues to develop, and the quantity of pertinent publications remains restricted.

Consequently, a thorough bibliometric analysis employing quantitative methods is necessary to identify the research gaps and future leadership directions within halal

enterprises. Mapping trends in leadership research within this framework allows for identifying research gaps, which is essential for establishing new research agendas and fulfilling academic requirements in this domain. This study is crucial for establishing a preliminary framework of the available literature, which may serve as a reference for future research\*endeavours. This study's data is derived from the Scopus database, providing an overview of research potential concerning leadership in halal enterprises from 1999 to 2024. The subsequent research questions (RQ) have been devised to delineate essential elements of this study:

- RQ1. What are the main trends in leadership research related to halal businesses, including the most productive authors, countries, institutions, citations, and author collaborations?
- RQ2. Which publications, journals, and countries have garnered the most citations in leadership research concerning halal business?
- RQ3. What are the future directions and advancements in leadership research regarding halal business, as current literature trends indicate?

This study aims to map trends in leadership research within halal business from 1999 to 2024, employing bibliometric techniques to ascertain the contributions of researchers, nations, journals, and organizations most prolific in publications about these two ideas. This study examines critical inquiries on writing tendencies within Islamic studies and prospective research trajectories. A notable research gap is the scarcity of studies about leadership in Islamic enterprises, especially in the context of bibliometric analysis.

This research is innovative due to its application of bibliometric analysis to investigate leadership in halal enterprises, an area that has not been previously examined. This study offers a thorough mapping of the literature regarding the evolution of this topic during the specified period, highlighting the contributions of the most prolific academics and prevailing writing tendencies. The findings of this study are anticipated to inform future research priorities and fulfill academic requirements in examining leadership within halal enterprises.

## 2. Literature Review

Leadership in halal enterprises incorporates religion, whereby executives' convictions and religious practices shape their management approaches. This strategy can improve corporate performance by incentivizing employees and aligning business operations with Islamic principles Elias et al. (2018, 2019). Leadership that integrates Islamic principles such as integrity, equity, and clemency fosters a constructive organizational culture, enhancing corporate performance (Abdul Halim & Muda, 2016). Adherence to halal standards is essential for sustaining credibility and marketability, necessitating leaders have a comprehensive awareness of halal criteria and incorporate them into all facets of the firm (Ahmad et al., 2024).

Furthermore, proficient leadership in halal enterprises necessitates strategic management that adheres to Islamic principles and innovation to bolster competitiveness while maintaining halal integrity (Bidin et al., 2021; Qadri, 2024). In this context, human resource development, incorporating training on halal principles, is

essential to ensure that all organizational personnel engage in ethical activities and comply with halal requirements (Batubara & Harahap, 2022). These criteria collaborate to guarantee that halal enterprises adhere to Islamic mandates while functioning sustainably and ethically. Effective leadership styles in this industry are crucial to driving ethical behavior, supporting sustainability, and managing supply chains openly in compliance with halal standards. Leaders in halal enterprises are anticipated to embody Islamic ethical ideals, including fairness and integrity while adhering to set halal standards. This not only bolsters consumer confidence but also fortifies the market standing of halal enterprises (Abeng, 2008; Egel & Fry, 2017). Consequently, halal business leaders must adeptly manage the complexities of globalization and market expansion through strategies that cater to both local and international demands while also fostering collaboration among diverse stakeholders to promote innovation within the halal sector (Batubara & Harahap, 2022; Ziegler et al., 2022).

Transformational leadership in the halal sector, defined by its capacity to inspire and motivate change, is pivotal in fostering innovation and enhancing performance. This leadership style has demonstrated efficacy in implementing halal assurance systems, such as HAS 23000, which aids in preserving product integrity and ensuring consumer satisfaction (Yanthy et al., 2020). Effective leadership is linked to navigating obstacles and opportunities in the global halal market. With the rising customer demand for halal products that fulfill religious requirements and provide health advantages, industry leaders must implement pertinent product innovations (Butt et al., 2017; Prince &

Wahid, 2023). The globalization of the halal business presents problems that necessitate leaders to be attuned to local cultures and beliefs while upholding Islamic standards (Kim, 2021). Robust and principled leadership in this sector is essential for establishing a framework that prioritizes not just profitability but also social and spiritual welfare, thus enhancing the growth and competitiveness of the global halal industry.

### 3. Method, Data, and Analysis

#### 3.1. Research Design

This research utilizes a quantitative methodology using bibliometric analysis of the Scopus database. Bibliometrics serves as a tool to illustrate the evolution of research trends, identify significant topics, and highlight gaps in the current literature (Biancone et al., 2020; Sari et al., 2022). This approach allows researchers to objectively evaluate the progression of scientific projects, discern key themes, and describe the intellectual landscape of the discipline (Khairunnisa & Rusydiana, 2024; Khoiruddin et al., 2023). The analysis combines bibliometric methods with content analysis to elucidate trends and progress in leadership research while identifying gaps that require additional exploration (Biancone et al., 2020; Pahlevi, 2023).

The research trajectory from 2010 to 2024 inside the Scopus database was synthesized to analyze these advancements. Scopus was chosen as the database due to its esteemed reputation, rigorous selection criteria, significant citation effect, and assurance of exclusively high-quality information indexing (Baas et al., 2020; Schotten et al., 2017). The database encompasses a diverse array of themes and publication formats,

making it an invaluable resource for researchers (Schotten et al., 2017).

#### 3.2. Search Strategy, Criteria, and Data Collection

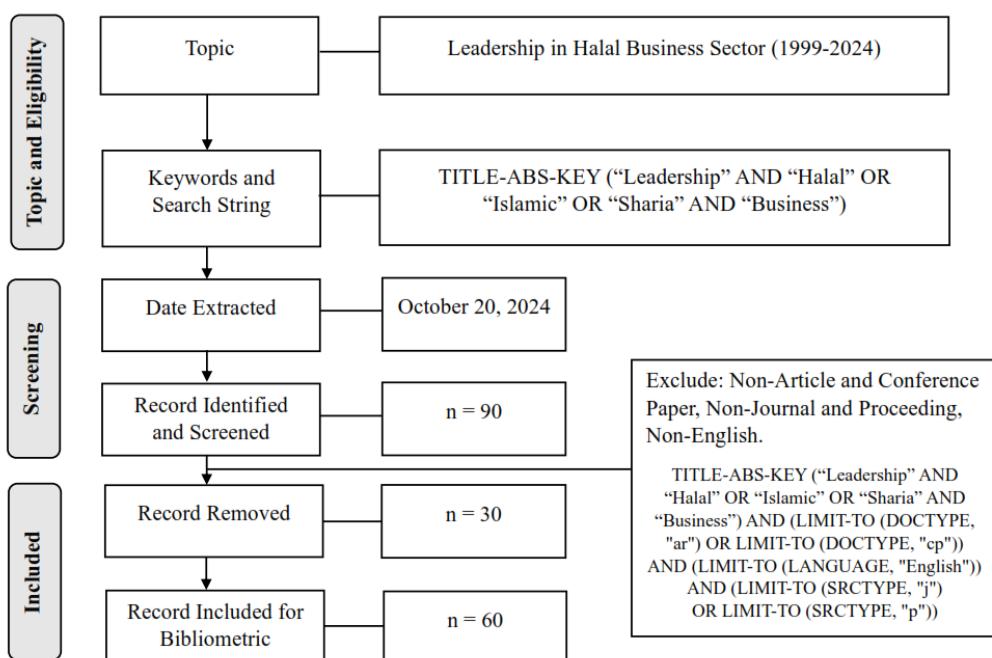
This research utilizes the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework established by Page et al. (2021) as the data retrieval approach. Figure 1 illustrates the comprehensive PRISMA protocol. Data was obtained on October 20, 2024, from the Scopus database utilizing the search terms "Leadership" AND "Halal" OR "Islamic" OR "Sharia" AND "Business". A preliminary screening yielded 90 publications from titles, abstracts, and keywords across journals, conference proceedings, book chapters, and reviews.

To ensure the quality and relevance of the articles, three search criteria were implemented: (1) Universality of the article, restricted to English publications; (2) Quality of publishing; and (3) Relevance to the subject matter. To enhance the search, we implemented the following filters: LIMIT-TO (DOCTYPE, "ar") OR LIMIT-TO (DOCTYPE, "cp"), LIMIT-TO (SRCTYPE, "j") OR LIMIT-TO (SRCTYPE, "p"), and LIMIT-TO (LANGUAGE, "English"). Consequently, 30 publications were excluded, resulting in 60 papers. The limited number of papers is due to the relatively unexamined aspect of leadership within halal business, especially implementing Islamic leadership concepts in contemporary organizational contexts (Biancone et al., 2020; Pahlevi, 2023).

### 3.3. Tools and Data Analysis

This research uses many instruments to examine the data. R-biblioshiny (Abramo & D'Angelo, 2023) and Excel were employed for computation, visualization, frequency analysis, and chart generation. VOSviewer was employed to construct and visualize bibliometric networks to investigate the interconnections among diverse entities, including authors, publications, nations, and keywords (Alex, 2024; Arruda et al., 2022).

This extensive methodology combines bibliometric analysis with content and network analysis to provide insights into publication year trends, contributing countries and institutions, prominent journals, influential authors, author keyword associations, document citations, author citations, co-citations, international collaboration, and research flow.



Source: PRISMA Adoption (Authors)

**Figure 1.** PRISMA Adoption: Data Processing and Search Strategy

## 4. Result and Discussion

This section summarizes the acquired data and classifies the findings into three primary categories: productivity, citation patterns, and network analysis. It additionally examines the identification of study patterns and prospective areas for further inquiry.

### 4.1. Summary of Data

This section provides an overview of data collected from SCOPUS-indexed papers published from 1999 to 2024. The research includes 60 documents from 54 publications, demonstrating a deficiency in expertise among these journals. Notably, only 17 papers on this topic were published by a person, underscoring the prominence of collaboration in this field.

**Table 1.** Overview of Papers on Leadership in Halal Business

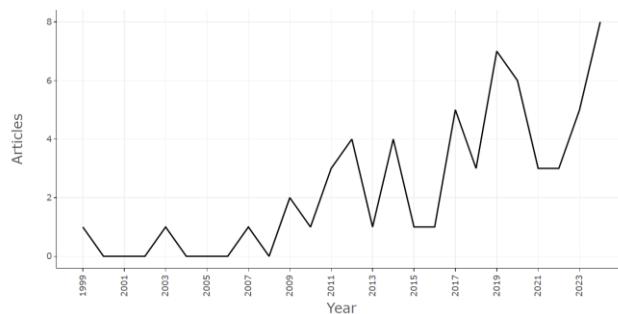
Description	Criteria	Results
Main information about the data	Timespan	1999:2024
	Sources (journals)	54
	Documents	60
	Annual growth rate%	8.67
	Document Average Age	6.57
	Average citations per doc	12.3
	References	2620
Document Type	Article	54
	Conference Paper	6
Document content	Keywords plus (ID)	95
	Author's keywords (DE)	227
Authors	Authors	171
	Authors of single-authored docs	17
Authors collaboration	Single-authored docs	17
	Co-authors per doc	2.9
	International co-authorships %	16.67

Source: RStudio (Authors)

#### 4.2. Productivity Analysis

This section assesses the growth of publications on leadership within the halal business sector from 1999 to 2024,

encompassing an analysis of relevant sources, groups, authors, and countries, as well as academic papers and fields.



Source: RStudio (Authors)

**Figure 2.** The Distribution Pattern of Papers on Leadership in Halal Business over the years

Figure 2 shows the patterns in annual scientific productivity. It illustrates 60 publications published from 1999 to 2024. From 1999 to 2009, the volume of publications was minimal, comprising a single article. Between 2010 and 2017, there was more stable growth, but it was still prone to fluctuations. The most notable pattern occurred between 2018 and 2023, during which the number of articles

increased dramatically, culminating in a peak of eight articles in 2023.

This indicates a rising significance of the studied topic, sometimes influenced by external causes such as technical progress, research funding, or heightened academic interest in the area. A general search on Scopus for "Leadership" in the business context, using keywords and titles, produces over 13,515 articles.

**Table 2.** Frequency of Papers on Leadership in Halal Business publications by Journals

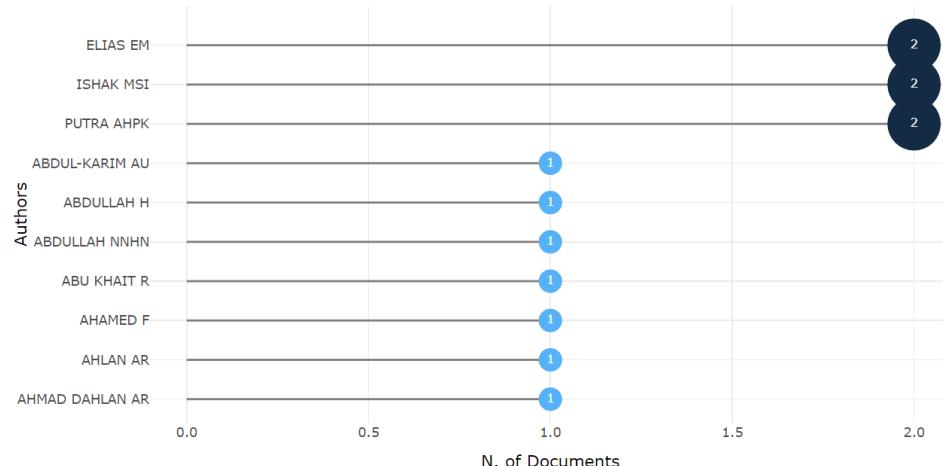
No.	Sources	Articles
1	Journal of Islamic Accounting and Business Research	3
2	International Journal of Supply Chain Management	2
3	Journal of Management Development	2
4	Matec Web of Conferences	2
5	Systematic Reviews in Pharmacy	2
6	2014 The 5th International Conference on Information and Communication Technology for The Muslim World, Ict4m 2014	1
7	2020 International Conference on Decision Aid Sciences and Application, Dasa 2020	1
8	Asian Journal of Business Ethics	1
9	Asian Journal of Business Research	1
10	Asian Social Science	1

**Source:** RStudio (Authors)

#### 4.3. Source Productivity

Table 2 source productivity analysis demonstrates the academic impact of articles from particular publications dedicated to the subject. The table depicts the progression of leadership research in the halal business sector as evidenced by published journals.

The Journal of Islamic Accounting and Business Research contains three papers, the International Journal of Supply Chain Management includes two articles, and other journals similarly contribute. Publication numbers progressively decrease for later journals.



**Source:** RStudio (Authors)

**Figure 3.** Authors with the highest publication frequency in the area of leadership in Halal Business

Figure 3 illustrates that three authors from distinct countries each possess three

publications, whereas other authors have contributed a single paper each.

**Table 3.** Institutional relevant affiliations of the authors

No.	Affiliation	Articles
1	Universitas Muhammadiyah Yogyakarta	9
2	Universiti Malaysia Kelantan	8
3	Islamic Azad University	6
4	Universiti Sultan Zainal Abidin	5
5	International Islamic University Malaysia (Iium)	4
6	Universiti Teknologi Mara (UiTM)	4
7	Universiti Tun Hussein Onn Malaysia	4
8	University Of Michigan	4
9	School Of Business And Management	3
10	Universitas Airlangga	3

Source: RStudio (Authors)

#### *4.4. Institutional Productivity*

Table 3 displays the 10 leading institutions alongside their corresponding research publication totals. Universitas Muhammadiyah Yogyakarta leads with nine documents, followed by Universiti Malaysia Kelantan with eight, and Islamic Azad University in third with six contributions.

Furthermore, one institution submitted five documents, four universities submitted four documents each, and two institutions submitted three documents each. Seven additional universities sent five, four, and three documents, respectively.

#### *4.5. Author Productivity*

The H-index evaluates author productivity by quantifying the frequency of citations of their work. According to this data, the aggregate citations of an author's publications must equal or exceed the H-index of other authors. Furthermore, the G-index catalogs all publications over a specific period. The M-index enhances this

study by integrating the H-index with the publication year.

Table 4 defines the ten foremost authors who have significantly contributed to the field of leadership in the halal business sector from 1999 to 2024. This table presents information including the first year of publication, local citations, total citations (TC), H-index, G-index, and M-index for each author. Elias et al. (2018) is the earliest author with an H-index of 2 and 7 citations, succeeded by Meiyani & Putra (2019) with an H-index of 2 and 29 citations. Finally, Islam et al. (2021) own an H-index of 1, accompanied with 2 citations.

**Table 4.** Authors' impact

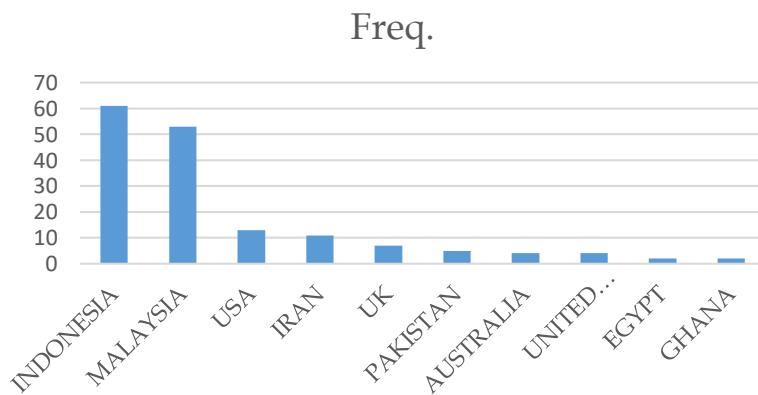
Author	h_index	g_index	m_index	Total Citation	Number of Papers	Year
ELIAS EM	2	2	0.286	7	2	2018
PUTRA AHPK	2	2	0.333	29	2	2019
ABDUL-KARIM AU	1	1	1	2	1	2024
ABDULLAH H	1	1	0.5	5	1	2023
ABDULLAH NNHN	1	1	0.167	3	1	2019
ABU KHAIT R	1	1	0.125	38	1	2017
AHAMED F	1	1	0.5	12	1	2023
AHLAN AR	1	1	0.063	2	1	2009
AHMAD DAHLAN AR	1	1	0.091	4	1	2014
ISLAM T	1	1	0.25	109	1	2021

Source: RStudio (Authors)

#### 4.6. Country Productivity

Figure 4 depicts the countries engaged in leadership research on the halal business sector. Countries with a majority Muslim population, like Indonesia and Malaysia, exhibit significant interest and academic

activity in the subjects investigated in these areas. Countries including the United Kingdom, Pakistan, Australia, the United Arab Emirates, Egypt, and Ghana exhibit lower contributions, potentially reflecting variations in research focus, resources, or regional relevance of the subject matter.



Source: RStudio (Authors)

**Figure 4.** Scientific production across countries

#### 4.7. Document Productivity

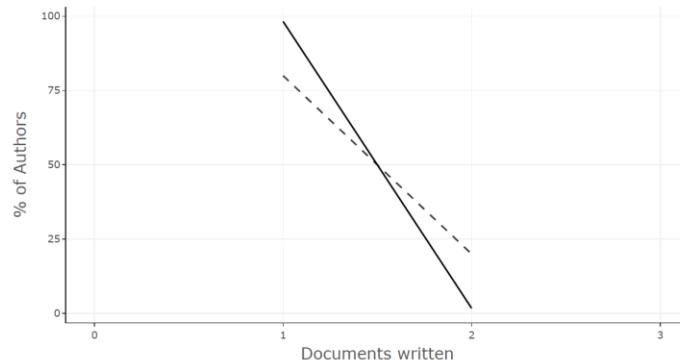
The frequency of authors releasing articles on a particular theme is represented by a study utilizing Lotka's Law (Da Silva et al., 2019; Lotka, 1926), as seen in Figure 5. The graph indicates that the predominant number of authors have authored only a single document, with

almost 100% of authors categorized in this manner. However, the proportion of authors declines significantly as the number of papers escalates.

Authors who have produced two documents constitute less than 25%, and

those who have authored three or more documents are nearly nonexistent. This indicates that most contributions in the examined data are from individual or

sporadic contributors, whereas only a limited number of authors have regularly produced many documents.



**Source:** RStudio (Authors)

**Figure 5.** The frequency distribution of scientific productivity (Lotka's law)

#### 4.8. Citation Trends and Analysis

Citation analysis, a technique for examining bibliographic references and document connections, continues to be a

significant instrument despite critiques regarding its capacity to entirely represent the quality of a work (Iqbal et al., 2021).

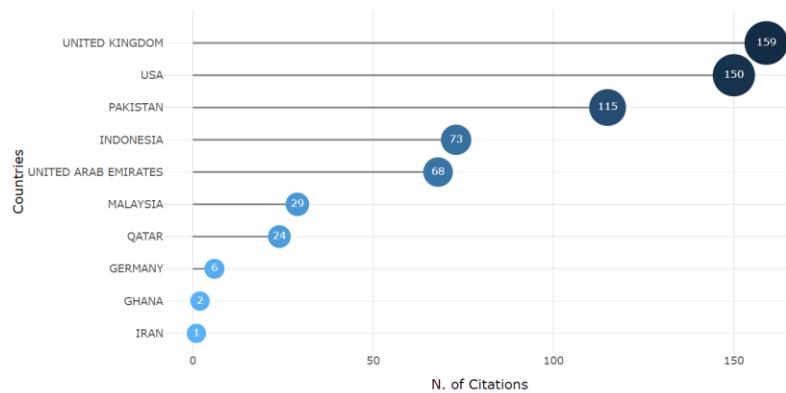
**Table 5.** Journal impact (according to total citations)

Source	h_index	g_index	m_index	Total Citation	Number of Papers	Year
Journal of Islamic Accounting and Business Research	3	3	0.2	35	3	2010
International Journal of Supply Chain Management	2	2	0.286	7	2	2018
Journal of Management Development	2	2	0.154	75	2	2012
2014 The 5th International Conference on Information And Communication Technology for The Muslim World, Ict4m 2014	1	1	0.091	4	1	2014
Asian Journal of Business Ethics	1	1	0.333	6	1	2022
Asian Social Science	1	1	0.077	15	1	2012
Business Perspectives and Research	1	1	0.167	3	1	2019
Cogent Business and Management	1	1	1	1	1	2024
Comparative Strategy	1	1	0.045	7	1	2003
Contemporary Islam	1	1	0.083	14	1	2013

**Source:** RStudio (Authors)

Table 5 delineates the 10 most frequently cited sources, detailing the H-index, G-index, M-index, publication count, and the year of initial publication. This analysis concentrates solely on the aggregate number of citations amassed by each journal for leadership articles in the halal business sector. The first journal is the

Journal of Management Development, which has 75 citations, followed by the Journal of Islamic Accounting and Business Research with 35 citations, and Asian Social Science in third position with 15 citations. Seven further journals possess citations varying from 14 to 1 citation.



Source: RStudio (Authors)

**Figure 6.** Most cited countries

#### 4.9. Top Cited Countries

This analysis classifies leadership research in the halal business sector according to the countries of origin of the most often cited writers. A range of terms was analyzed from 0 to over 150 times. The first 10 countries are indicated in blue numerals, denoting the citation counts (Bonang et al., 2024). Figure 7 indicates that the United Kingdom has the most significant number of citations at 159, followed by the United States with 150, and Pakistan with 115 citations. The graph additionally depicts citation trends in various countries.

#### 4.10. Top Ten Most Cited Documents and Findings

This study assessed all articles with a minimum of 10 citations to determine publications that have significantly influenced leadership in the halal business sector. Table 6 delineates data relevant to these papers and their conclusions. Leading the list with 131 citations is "Muslim Entrepreneurs in Public Life Between India and the Gulf: Making Good and Doing Good" by Osella & Osella (2009), which has received the highest recognition in this field of study. Another notable work is "Abusive Supervision and Knowledge Sharing: Moderating Roles of Islamic Work Ethic and Learning Goal Orientation" by Islam et al. (2021), which has garnered 109 citations.

**Table 6.** Most Globally Cited Documents (Top Ten)

No.	Author(s) and Year	Title	Total Citation	Findings
1	(Osella & Osella, 2009)	Muslim Entrepreneurs in Public Life between India and The Gulf: Making Good and Doing Good	131	Muslim entrepreneurs from Kerala integrate economic innovation with Islamic ethics, promoting education and social responsibility while navigating the neoliberal economy, where piety and economic calculation reinforce each other to foster both capital accumulation and community welfare
2	(Islam et al., 2021)	Abusive Supervision and Knowledge Sharing: Moderating Roles of Islamic Work Ethic and Learning Goal Orientation	109	The data analysis revealed that abusive supervision has a damaging effect on knowledge sharing in the workplace. However, employee learning goal orientation and the Islamic work ethic help in mitigating this detrimental effect
3	(Mensah, 2014)	An Analysis of The Effect of Culture and Religion on Perceived Corruption in a Global Context	57	Both cultural and religious differences are incrementally related to perceived corruption, even after controlling for other economic and political factors
4	(Beekun, 2012)	Character Centered Leadership: Muhammad (p) as an Ethical Role Model for CEOs	51	The current malaise in business leadership can be resolved by a new focus on character and on virtues
5	(Shaya & Abu Khait, 2017)	Feminizing Leadership in The Middle East Emirati Women Empowerment and Leadership Style	38	The study found that national government policies, Islamic work ethic, family, rulers' leadership, and work-life balance significantly influence Emirati women's empowerment and transformational leadership, with unique challenges compared to other Middle Eastern women
6	(Supriyadi et al., 2020)	Innovation And Authentic Leadership of Islamic University Lectures in Faculty Pharmacy Faculty: What is The Role of Psychological Capital?	30	Authentic leadership style and psychological capital have a positive and significant effect on innovative work behavior. Psychological capital as a mediator for the relationship between authentic leadership style and innovative work behavior

No.	Author(s) and Year	Title	Total Citation	Findings
7	(Meiyani & Putra, 2019)	The relationship between Islamic Leadership on Employee Engagement Distribution in FMCG industry: Anthropology Business Review	27	The Islamic leadership developed in this study can be an alternative solution for organizations in today's modern business. The critical elements in embodying employee engagement are mainly in the skills, reliability, and level of trust of a leader in the organization
8	(Maali & Napier, 2010)	Accounting, Religion and Organizational Culture: The Creation of Jordan Islamic Bank	27	The paper highlights that establishing an Islamic bank in Jordan required special legislation, with the founder convincing religious, political authorities, and investors that the bank would adhere to Shari'a principles while generating profit, resulting in Shari'a-compliant transactions that resembled conventional banking practices
9	(Galanou & Farrag, 2015)	Towards the distinctive Islamic mode of leadership in business	24	The results indicated that Islamic leadership is positively and significantly associated with perception of leader effectiveness and innovation outcomes. In addition, the findings revealed that Islamic leadership is positively correlated with transformational, ethical, and authentic leadership as well as with the transactional leadership style
10	(AlRawi et al., 2012)	Traditional Healing Practices Among American Muslims: Perceptions of Community Leaders in Southeast Michigan	22	American Muslim community leaders actively utilize traditional healing practices. Healthcare practitioners caring for this population should be aware of the potential influence of these practices on health behaviors

Source: RStudio (Authors)

Furthermore, "An Analysis of the Effect of Culture and Religion on Perceived Corruption in a Global Context" by Mensah (2014) has accumulated 57 citations. This table presents citations and findings from other significant works. The article "Traditional Healing Practices Among American Muslims: Perceptions of Community Leaders in Southeast Michigan" by AlRawi et al. (2012) has the

lowest citation count among the top 10 papers, totaling only 22 citations.

#### 4.11. Network Analysis and Connectivity

The leadership in the halal business sector is examined graphically utilizing R-Studio and VOSviewer. This section discusses the relationship between research instruments, including three-field plots and co-occurring keywords.

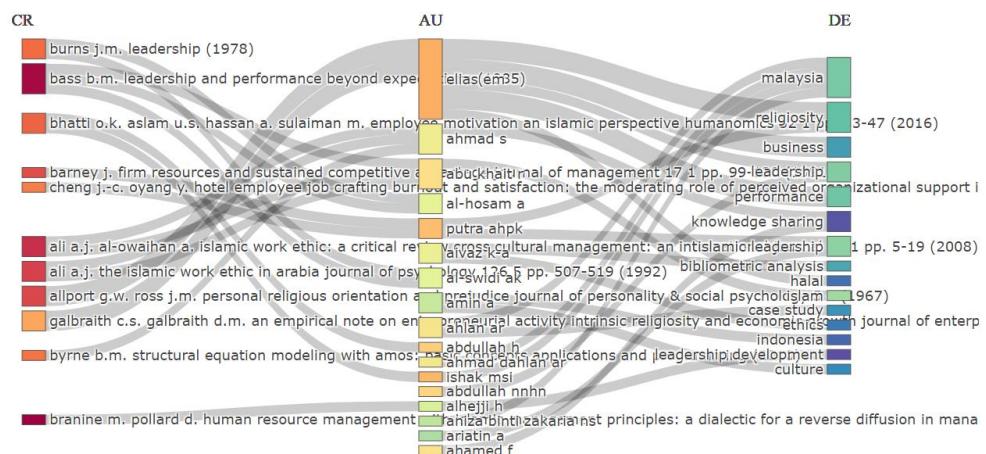
## 4.12. Three-Field Plot

The halal business sector leadership is examined graphically using R-Studio and VOSviewer. This section discusses the relationship between research instruments, including three-field plots and co-occurring keywords (Bonang et al., 2024).

Figure 8 illustrates the three-field plot, depicting the interrelations among three principal components: commonly cited references (CR), authors (AU), and keywords/descriptors (DE). The CR section prominently features references such as Burns J.M. Leadership (1978) and Bass B.M. Leadership and Performance Beyond Expectation (1985), underscoring the significance of foundational leadership literature in the research. Moreover, Barney J.'s comments on competitive advantage emphasize the importance of management strategy and resources. In the AU section, writers Elias and Bhatti O.K. are essential links in the research,

especially with themes of religiosity and Islamic labor ethics. Ali A.J.'s work demonstrates a significant correlation with this issue, particularly concerning the Islamic Work Ethic.

The DE section prominently features terms such as Malaysia, Leadership, Religiosity, and Business, signifying a regional and thematic emphasis on studies concerning work culture and religiosity in particular countries. Keywords like Knowledge Sharing and Bibliometric Analysis emerge, indicating the research's technical and data-centric orientation. The interplay among these three parts demonstrates that the research synthesizes established literature on leadership and Islamic work ethics with insights from notable authors while underscoring the thematic significance of organizational management. The pronounced emphasis on religiosity and work culture highlights a crucial research avenue within Islamic management and leadership.



Source: RStudio (Authors)

**Figure 7.** Three-field Plot

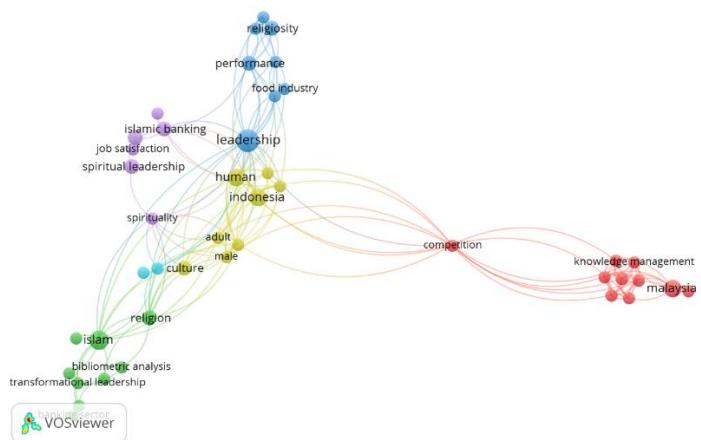
#### 4.13. Co-occurring Keywords

The network demonstrates the relationships among terms, reflecting their relative strength according to the frequency of particular keywords, as depicted below.

Figure 9 illustrates the substantial relationships among variables, indicated by the line thickness. The relative distance between two terms signifies their proximity, whilst the nodes' size represents the keywords' relative significance. The color clusters signify interrelated theme groups. The term leadership holds a pivotal role, serving as a crucial link among various clusters. This theme is intricately connected to concepts such as performance, spiritual leadership, job happiness, and religion, highlighting the research emphasis on spiritually oriented leadership and its effects on individual and organizational performance.

The green cluster emphasizes elements about Islam, religion, and culture. The association with transformational leadership suggests a focus on the impact of Islamic beliefs on this leadership style. Moreover, the purple cluster, encompassing Islamic banking and spirituality, emphasizes the particular concentration on Sharia-compliant financial elements informed by spiritual principles.

On the other hand, the bright red cluster encompasses keywords like knowledge management, competition, and Malaysia, indicating an emphasis on knowledge management and competition within a particular geographic region, including Southeast Asia. The yellow cluster emphasizes research contexts pertinent to Indonesia, including links to sectors such as the food industry. This visualization illustrates the thematic significance of leadership development within the halal business sector.



Source: RStudio (Authors)

Figure 8. Co-occurring Keywords

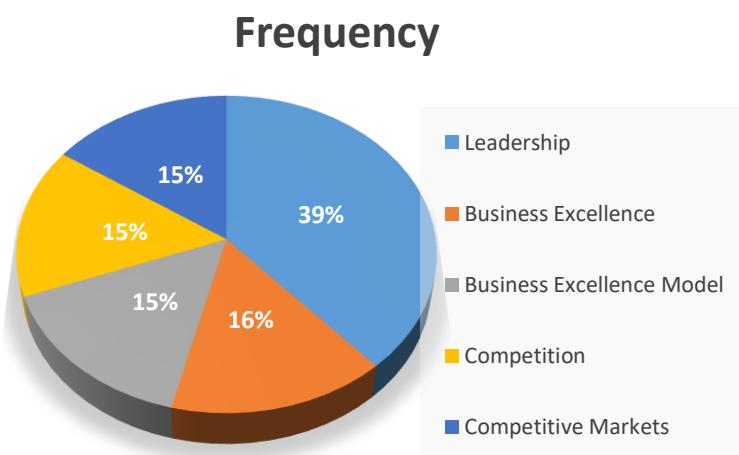
## 5. Conclusion and Suggestion

### 5.1. Research Stream

After analyzing the literature on leadership in the halal business sector, five particular research streams are identified within that sector of leadership studies. Figure 10 presents a comprehensive analysis of the distribution of leadership studies in the halal business sector. The diagram illustrates the frequency distribution of study themes, with Leadership as the central theme, representing 39%. This suggests that a significant portion of the research emphasizes the influence of Leadership on performance, innovation, and organizational sustainability. The concept of Business Excellence (16%) underscores the significance of optimal practices inside

firms to attain competitive advantage. In contrast, the Business Excellence Model (15%) emphasizes using particular frameworks for assessing and improving business excellence. Likewise, the themes of Competition (15%) and Competitive Markets (15%) underscore the dynamics of market competition and the techniques firms employ to gain an advantage.

This distribution demonstrates a balanced emphasis on leadership elements, business excellence frameworks, and market rivalry. Future research may investigate the amalgamation of leadership and business excellence frameworks within competitive markets, which also pertains to sustainability and Islamic business considerations. A detailed analysis of each document categorized by the specified study themes is provided as follows.



Source: RStudio (Authors)

**Figure 9.** Research Streams

**Table 7.** Lists of Potential Forthcoming Investigation Agenda

Perspective Investigation Stream	Forthcoming Investigation Agenda	References
Leadership in the Halal Business Sector	<ol style="list-style-type: none"> <li>1. What is the role of leadership in driving operational performance in the halal business sector?</li> <li>2. What is the purpose of leadership in the integrating of measurement, analysis, and knowledge management (MAKM) practices to enhance innovation and continuous improvement in halal business operations?</li> <li>3. Which elements (e.g., company size, market orientation, customer base) influence the effectiveness of leadership in achieving operational excellence in the halal business sector?</li> <li>4. How does leadership in halal business sector companies adapt to different cultural contexts, particularly in international markets?</li> </ol>	Author's Recommendations (N. R. Masrom et al., 2017)
	<ol style="list-style-type: none"> <li>5. How does entrepreneurial orientation (EO) moderate the relationship between religious leadership practices and business performance in halal business?</li> <li>6. How does the multicultural leadership approach in halal SMEs impact team performance, customer trust, and business sustainability in culturally diverse environments?</li> </ol>	Author's Recommendations (Elias et al., 2019)
	<ol style="list-style-type: none"> <li>7. How does applying Iman, Islam, and Ihsan Values in Islamic leadership influence employee productivity and commitment in halal business sector companies?</li> <li>8. How are the values of Shiddiq (honesty), Amanah (trust), Tabligh (communication), and Fathonah (intelligence) from the Prophet's character applied in the work standards of halal business sector companies?</li> </ol>	Author's Recommendations (Muhammad et al., 2019)

Perspective Investigation Stream	Forthcoming Investigation Agenda	References
Business Excellence Model	<ol style="list-style-type: none"> <li>How can the application of Islamic Leadership in halal business sector companies be integrated into the Business Excellence Model framework to improve work productivity and employee commitment?</li> <li>What is the impact of Ihsan-based work culture (ethics) on achieving organizational excellence in companies implementing the Business Excellence Model, with a focus on ethics and sustainability?</li> </ol>	Author's Recommendations (Muhammad et al., 2019)
	<ol style="list-style-type: none"> <li>How does focusing on customers as a key element in the Business Excellence Model affect operational performance in the halal business sector?</li> <li>How do synergies between the key elements of the Business Excellence Model (leadership, strategic planning, customer focus, knowledge management, and operational focus) influence operational performance in the halal industry?</li> </ol>	Author's Recommendations (N. R. Masrom et al., 2017)
	<ol style="list-style-type: none"> <li>How can operational focus and leadership improve Business Excellence in certified halal food companies in Malaysia that are currently at the silver level?</li> </ol>	Author's Recommendations (N. R. B. Masrom et al., 2017)
Competition	<ol style="list-style-type: none"> <li>How can the application of Kotter's 8-Step Change Management Model address the intense competition in Malaysia's banking sector, focusing on the Industrial Bank facing a decline in market share and customer image?</li> <li>What is the role of leadership and organizational culture in driving service quality transformation in the halal industry, which is experiencing a decline in customer service reputation?</li> </ol>	Author's Recommendations (Kumar et al., 2014)
	<ol style="list-style-type: none"> <li>How do Business Excellence Practices influence the competitiveness of the halal food industry in Malaysia: a focus on customer satisfaction and strategic planning?</li> <li>How do Business Excellence Practices impact operational performance and competition among halal food companies in developing countries?</li> </ol>	Author's Recommendations (N. R. Masrom et al., 2017)

Perspective Investigation Stream	Forthcoming Investigation Agenda	References
	<p>5. How does ethical leadership influence job satisfaction and organizational behavior in improving organizational agility in the café and restaurant industry?</p> <p>6. How does implementing Ethical Leadership Policies and Strengthening Organizational Agility in the café and restaurant industry create challenges and opportunities in Muslim-majority countries?</p>	Author's Recommendations (Mustofa & Tjahjono, 2024)
	<p>7. Developing an Authentic Leadership Model and Psychological Capital to Enhance Innovation in Islamic Higher Education Institutions.</p>	Author's Recommendations (Supriyadi et al., 2020)
Competitive Markets	<p>1. How do leadership and strategic planning influence halal food companies' operational performance and competitiveness in the global market?</p> <p>2. Analyzing the factors influencing operational performance and competitiveness of companies in the halal food market: A comparison across countries and industries.</p>	Author's Recommendations (N. R. Masrom et al., 2017)
	<p>3. Analyzing the role of strategy and knowledge management in enhancing the competitiveness of halal food companies in the global market.</p> <p>4. Evaluating the impact of operational focus and leadership implementation on competitive advantage in the halal food industry.</p>	Author's Recommendations (N. R. B. Masrom et al., 2017)

Source: RStudio (Authors)

The principal objective of this bibliometric analysis is to delineate the impending research agenda for the subject matter. Table 7 delineates 24 distinct study objectives for four forthcoming research streams, accompanied by appropriate citations for the Research Questions, which are elaborated through the examination of the papers utilized in this study, along with comments offered by the authors. The literature about leadership in the halal business sector has been analyzed through diverse publications, each addressing distinct facets of the subject. A fast content analysis

was integrated into the process to discern the most salient aspects of the literature.

This research is notable for its distinctiveness and originality, including novel and substantial findings. This study emphasizes the efficacy of bibliometric analysis in systematically arranging and elucidating significant trends within an extensive corpus of research publications. Despite the constrained expansion of journal articles, with merely 60 papers released from 1999 to 2024, no bibliometric analysis of leadership in the halal business sector has

been conducted throughout this period. This research encourages future scholars to utilize bibliometric methodologies in their investigations.

The difficulties of evaluating diverse study areas pertinent to leadership in the halal business sector are articulated through five principal questions and subsections, which are subsequently employed to convey the findings. This study summarizes the data by defining the period, document classification, document contents, authors, and their collaboration patterns. The literature on leadership in the halal business sector is evolving, with a notable increase in studies in 2023. The first publication in the field in Scopus was authored by Bishku (1999). Universitas Muhammadiyah Yogyakarta has made the most significant contributions to this discipline.

Furthermore, regarding journal impact, the *Journal of Islamic Accounting and Business Research* possesses the highest H-index, G-index, M-index, and total number of publications. In contrast, the *Journal of Management Development* distinguishes itself as the journal with the most citations (75), attracting considerable attention. This research indicates that the most productive authors, as determined by keyword citations, are "Elias EM," "Ishak MSI," and "Putra AHPK." The leading journal in this field is the *Journal of Islamic Accounting and Business Research*.

Each leadership category in the halal business sector has attracted considerable attention in the literature. We have selected the most significant elements of the literature, encompassing organizations, sources, subjects, nations, articles, and authors. An analysis of the four categories from the 60 papers in this study reveals five research

streams. One of these streams is advancing leadership within the halal business sector, alongside the Business Excellence Model, competition, and competitive markets. This study identifies four research topics that need additional investigation. Future research must tackle several growing difficulties concerning leadership in the halal business sector, and this study outlines a research agenda with particular research questions.

## ***5.2. Implications, Limitations, and Future Research Direction***

This study offers some important implications for advancing knowledge in leadership within the halal business sector. At first, it enhances the comprehension of leadership roles that conform to halal standards, which can significantly aid in efficiently managing businesses within this framework.

This research underscores the significance of employing bibliometric methods to examine research trends, encouraging scholars to utilize this methodology more often to improve the visibility and comprehension of advancements in this field. This research is a foundational resource for academic policies and business practices, enabling halal business practitioners to enhance leadership techniques aligned with Islamic ideals. However, this study contains some limitations that warrant consideration. The limited number of publications, merely 60 papers from 1999 to 2024, suggests that the current literature is exceedingly scant, leaving many aspects of this subject unexplored. The analysis indicates that no publications have employed bibliometric methods concerning leadership in the halal business sector during this period, highlighting a deficiency in applying this methodology in this emerging issue. A

further constraint refers to the research domain's scope, which currently fails to capture all aspects of leadership in the halal business sector, especially regarding the impact of external variables and globalization.

Prospects necessitate additional investigation in numerous areas. Future study ought to employ bibliometric methodologies more extensively to discern developing patterns and researcher collaboration networks, offering a more thorough comprehension of the evolution of this subject. Longitudinal studies are essential to comprehend enduring transformations in leadership practices within the halal business sector, including the social, economic, and political elements that may affect these leadership dynamics. Research may focus on integrating halal

business models with pragmatic leadership theories, with the development of frameworks that connect leadership with business ethics and social responsibility, especially on sustainability and social integrity.

Moreover, international and interdisciplinary collaboration among scholars in economics, management, and Islamic studies would significantly enhance the literature and offer a more comprehensive perspective on the implementation of leadership within the expanding halal business sector in the global market. Therefore, forthcoming research possesses significant potential to enhance our comprehension of the efficient application of leadership within the global halal business sector.

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0143

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