Journal of Leadership in Organizations, ISSN 2656-8829 (Print), ISSN 2656-8810 (Online)
Vol.7, No. 2 (2025) 165-190

JOURNAL OF LEADERSHIP IN ORGANIZATIONS

Journal homepage: https://jurnal.ugm.ac.id/leadership

Bibliometric Insights into Shared Leadership: Integrating Islamic Leadership and Entrepreneurship Values

Achsania Hendratmi[1*], Ririn Tri Ratnasari[2]
[1,2] Department of Islamic Economics, Faculty of Economics and Business, Universitas Airlangga, Surabaya 60286, Indonesia

ARTICLE INFO

Keywords:
Shared leadership, islamic leadership, islamic entrepreneurship, bibliometric

Article History:
Received
2025-02-06
Received in revised form
2025-04-15
Received in revised form
2025-05-18
Accepted
2025-07-04

DOI: 10.22146/jlo.103753

* Corresponding Author at Department of Islamic Economics, Faculty of Economics and Business, Universitas Airlangga, Surabaya 60286, Indonesia
E-mail address:
achsania.hendratmi@feb.unair.ac.id

ABSTRACT

Introduction/Main Objectives: This study explores shared leadership approaches integrating Islamic leadership and Islamic entrepreneurship values using bibliometric methods. The research aims to provide insights into shared leadership development and its connection to Islamic principles. **Background Problems:** Shared leadership is an emerging paradigm in leadership studies, focusing on team performance, virtual collaboration, and cultural diversity. However, its linkage with Islamic values such as justice, deliberation, and blessings remains underexplored. This gap highlights the need for further investigation. **Novelty:** The novelty of this research lies in mapping shared leadership literature from 1996 to 2024 and uncovering its potential integration with Islamic values. This perspective has not been addressed comprehensively in prior studies. **Research Methods:** This study conducts a bibliometric analysis of 437 documents from the Scopus database. The study identifies trends, dominant themes, and contributions from authors and institutions in shared leadership research. **Findings/Results:** The findings reveal the significant growth of shared leadership research, emphasizing team performance, virtual collaboration, and cultural diversity. This study highlights the potential of Islamic leadership principles to enhance team collaboration, justice, shura (deliberation), blessings, and ta'awun (cooperation). **Conclusion**: This research provides new insights into integrating spiritual and professional values in modern leadership theory. Shared leadership in the context of Islamic entrepreneurship emerges as an inclusive, socially impactful model. The study offers strategic directions for future research and practical applications.

This is an open access article under the CC BY license (http://creativecommons.org/licenses/by/4.0/).

1. Introduction

Leadership significantly contributes to a team, both in the ecosystem of organizations and business units that are oriented towards material benefits. It shows that as a scientific discipline, leadership has a broad scope in various situations and contexts of life (Adha & Wardi, 2023). Good leaders must have the ability to embrace, direct, and provide appropriate proportions to individuals and groups that are led to realize an organization's vision and mission (Purwani & Istiyanto, 2022).

Leadership has many approaches that, in their realization, are adjusted to the character of a leader, the form of organization, and the vision-mission to be realized (Purwani & Istiyanto, 2022). Among the commonly implemented leadership approaches are transformational leadership (Suryani & Kosasih, 2016), transactional leadership (Purwani & Istiyanto, 2022), situational leadership (Madanchian et al., 2018), and shared leadership (Pearce & Conger, 2003). These leadership approaches certainly have different characteristics from one another.

Over time, many studies have emphasized leadership that is carried out by encouraging active participation from the team inclusively, rather than exclusively by specific individuals or parties in structural leadership positions (Carson et al., 2007; Pearce & Conger, 2003). Several studies indicate that shared leadership can enhance project performance, as the diversity and complexity within a project team require greater coordination, collaboration, and shared responsibility. These findings align with previous research by Zhou et al. (2024), which confirmed a positive relationship between shared leadership and project performance. Within the shared leadership framework, efficient communication and collaborative problem-solving are necessary, as strong bonds among team members will improve project team performance.

Another study mentioned that shared leadership, a hallmark of horizontal leadership, emphasizes collaboration, interactive relationships among team members, and a more dynamic overall process. This leadership style complements vertical leadership styles, where project teams significantly influence team members to achieve project goals (Gan et al., 2024). Research by Lyndon and Pandey (2020) reinforces this finding, showing that the unique characteristics of the shared leadership model motivate each team member to be highly invested in the endeavor's success. As a result, shared leadership fosters a team environment in which members are motivated to influence one another and remain open to being influenced and corrected to make the best decisions for the common good.

In the context of global teams, shared leadership helps overcome the challenges of virtual collaboration and improve the performance of geographically dispersed teams (Johnson et al., 2022). Therefore, shared leadership reflects a shift from heroic leadership styles to a more flexible style, where leadership responsibilities are shared among all founders in the entrepreneurial team (Lyndon & Pandey, 2021).

In light of this, the shared leadership approach has taken an important position in the existing literature. Shared leadership emphasizes the dynamic and interactive distribution of influence by involving group members to perform specific leadership

functions to achieve organizational goals (de Cruz, 2019).

The shared leadership approach has been important in the existing leadership literature. Several studies (Chandranathan, 2025; Chen et al., 2022; Fausing, Jeppesen, et al., 2013; Gan et al., 2024; Mansoor et al., 2025; Spedding et al., 2023; Zhou et al., 2024) have investigated the relationship between shared leadership and improved team performance through a survey-based quantitative approach. The study consistently shows that shared leadership contributes significantly to the project's success. In addition, previous studies have proven that communication effectiveness, trust among team members, and management support strengthen the implementation of shared leadership, thereby improving company project performance (Ali & Yushi, 2024; Chandranathan, 2025; Chen et al., 2022; Fausing, Jeppesen, et al., 2013; Gan et al., 2024; Mansoor et al., 2025; Spedding et al., 2023; Zhou et al., 2024).

Further, several studies explored shared leadership in different scopes. Mansoor et al. (2025) examined the influence of shared leadership in healthcare services, which refers to the distribution of leadership responsibilities. Spedding et al. (2023) developed a shared leadership measurement instrument and tested its validity and reliability. Meanwhile, Gan et al. (2024) focus on the transformation process from vertical to shared leadership and its impact on team performance and organizational effectiveness. Based on these studies, no study has specifically used a bibliometric approach to analyze the relationship between shared leadership, Islamic leadership, and Islamic entrepreneurship.

Leadership has a significant contribution to building a team's success, both in the ecosystem of organizations and business units that are oriented towards material benefits. As a discipline, leadership covers a wide range of life situations and contexts, including within a spiritual and ethical framework that integrates Islamic values (Adha & Wardi, 2023). In the Islamic perspective, leadership is not only about an individual's ability to direct a team, but also about carrying out the mandate as a caliph (leader-steward) by instilling the values of justice, responsibility, and sustainability in every decision and action (Mutalib et al., 2022).

In the context of business, Islamic entrepreneurship is a concept that emphasizes the importance of carrying out entrepreneurial activities based on sharia principles such as justice (*adl*), social benefit (*maslahah*), and integrity (*amanah*). This concept views business activity as a materialistic endeavor and a means to achieve blessings through sincere intentions and practices under Islamic values (Samara, 2021). Leaders in Islamic entrepreneurship are tasked with pursuing economic profit and ensuring that the organization positively impacts society and the environment.

As part of Islamic leadership values, Islamic leadership emphasizes the importance of *shura* (deliberation), *ta'awun* (cooperation), and *ihsan* (moral and professional excellence). These principles are highly relevant to the shared leadership approach, which involves the active participation of team members in making decisions and leading collectively (Fozia et al., 2016). In this case, shared leadership encourages more inclusive team collaboration and becomes a medium to

realize the spirit of *ukhuwah Islamiyah* (Islamic brotherhood) in an organization (Islam & Asad, 2024).

Previous research on shared leadership employs various conceptual, qualitative, and qualitative approaches. Some studies develop a conceptual framework for transforming vertical and shared leadership through learning processes and supportive organizational conditions (Gan et al., 2024). Qualitative approaches are used to explore the dynamics and firsthand experiences within entrepreneurial teams and to build a model of the emergence of shared leadership (Chandranathan, 2025; Lyndon & Pandey, 2020).

On the other hand, researchers use a quantitative approach to test the relationship between shared leadership and team performance, including the influence of moderator and mediator variables such as teamwork quality, project complexity, and team trust (Ali & Yushi, 2024; Chen et al., 2022; Fausing, Jeppesen, et al., 2013). The research also includes the development and validation of an effective shared leadership measurement scale by Spedding et al. (2023) and studies examining the influence of Islamic leadership on performance in the context of organizational values and culture (Abdelwahed et al., 2024; Zaim et al., 2024).

However, although there have been many studies on shared leadership that describe various practices and their effects in organizational or team processes, research on shared leadership that focuses on bibliometric methods to examine developments and patterns in shared leadership research is still limited. This gap encouraged the author to elaborate on the shared leadership approach using bibliometric methods. Most studies still focus on technical approaches, such as their effect on team performance or global leadership dynamics (George et al., 2022; Wang & Jin, 2023).

Regarding the discussion of shared leadership, there is a strong correlation between the concept of shared leadership and the values within Islamic entrepreneurship and Islamic leadership. Islamic entrepreneurship combines two main perspectives: the business perspective, such as honesty, trustworthiness, and truthfulness, and the spiritual perspective, which includes good intention, consciousness of God, and religious obligations like zakat and almsgiving. Islam views business activities not solely for economic gain but also emphasizes social and spiritual values. These characteristics make Islamic entrepreneurship a more holistic and sustainable approach that aligns with the key concepts in shared leadership (Raza et al., 2023).

In addition, Islamic leadership encourages active worker involvement, preventing leadership from being concentrated in a single individual and fostering a work environment where leadership is shared collectively (Hoque et al., 2014). Thus, Islamic entrepreneurship and Islamic leadership provide a value foundation that is aligned with and supports the practice of shared leadership in Islamic-based organizations. Thus, Islamic entrepreneurship and Islamic leadership provide a value foundation that is aligned with and supports the practice of shared leadership in Islamic-based organizations.

Several studies have discussed Islamic entrepreneurship and leadership concepts, emphasizing the integration of spiritual values and Islamic business ethics, such as

trust, piety, good intentions, cooperation, and consultation (shura). These values form a strong ethical and social foundation in entrepreneurship and leadership within the Islamic context. Research by Raza et al. (2023) shows that these values foster a culture of trust and shared responsibility, in line with the core principles of shared leadership.

Similarly, Rehan et al. (2019) emphasized the importance of shura and collaboration in shaping entrepreneurial attitudes. Hoque et al. (2014) also highlighted the importance of active team member involvement and Islamic business ethics in building an organizational culture that supports collective leadership. Some findings from this research support the importance of Islamic values as a driving factor in collaborative and ethical leadership practices, which are at the core of shared leadership.

Although many studies have highlighted the values in Islamic entrepreneurship, none have explicitly explored its connection with Islamic leadership in the context of shared leadership. In this regard, Islamic entrepreneurship and Islamic leadership have the potential to be a strong value foundation for developing shared leadership within Muslim organizations or communities.

This research seeks to fill this gap by exploring the relationship between shared leadership, Islamic leadership, and Islamic entrepreneurship. In this context, this study aims to highlight how Islamic values, such as justice, shura (communication), integrity (trust), and ta'awun (cooperation or support from management), can strengthen the implementation of shared leadership in supporting organizational goals as evidenced by several previous studies (Ali & Yushi, 2024; Chandranathan, 2025; Chen et al., 2022; Fausing, Jeppesen, et al., 2013; Gan et al., 2024; Mansoor et al., 2025; Spedding et al., 2023; Zhou et al., 2024).

This analysis is conducted through bibliometric methods to understand the trends, patterns, and contributions of previous research in studying the topic of shared leadership. Thus, the urgency of this research lies in the need to integrate Islamic values in modern leadership theory or horizontal structures characterized by less hierarchy, more open communication, and decentralized decision-making, especially in facing the challenges of globalization and digital transformation.

Gan et al. (2024) explain that shared leadership is part of the spectrum of modern leadership that emphasizes flexibility, collaboration, and empowerment. The results of this study highlight that shared leadership thrives in an environment with a positive team climate, trust and mutual support among team members, and active participation in decision-making (Gan et al., 2024).

Meanwhile, Islamic values such as trust, piety, and shura (consultation) strongly support the creation of this condition and can foster a culture of trust, cooperation, and shared responsibility. In this context, Islamic values provide a strong moral and spiritual framework to encourage leadership transformation to a shared leadership model. Integrating Islamic values is very important as it can strengthen the implementation of shared leadership, especially in organizations based on Islam or grounded in spiritual values.

The increasing role of cross-cultural and virtual teams' business, approaches that

balance spiritual, moral, and professional values are becoming increasingly relevant. In addition, the study of shared leadership with an Islamic entrepreneurship perspective has the potential to open new insights into how collaboration-based leadership models can provide sustainable and value-based solutions.

Specifically, this study not only maps the contributions of the most influential authors or institutions but also evaluates the influence of previous research, identifies key trends, and describes comprehensive developments in shared leadership globally. In addition, it provides insights into areas that remain under-explored and potential areas for further research development.

This research was designed to answer the following questions: What are the main trends in shared leadership research? How do Islamic entrepreneurship and leadership values contribute to strengthening the implementation of shared leadership? What themes and keywords are most frequently associated with shared leadership research in the Islamic context? What areas of exploration remain under-researched in the relationship between Islamic entrepreneurship, Islamic leadership, and shared leadership? Through the answers to these questions, this research is expected to provide a broader understanding of the contributions, relevance, and development opportunities in the study of shared leadership, particularly those integrated with Islamic values.

2. Literature Review

2.1. Islamic leadership

Islamic leadership is based on Islamic values sourced from the Qur'an, hadith, and other Islamic traditions. In Islam, the leader is seen as a caliph who is not only responsible to humans, but also to Allah SWT. Therefore, every action and decision of the leader must reflect the values of justice (*adl*), responsibility (*amanah*), and usefulness (*maslahah*) (Harrison & Roomi, 2018). This principle also involves shura (deliberation) as part of the decision-making process. It instills moral values such as integrity (*sidq*), kindness (*ihsan)*, and cooperation (*ta'awun*) in interactions between individuals (Alkahtani, 2016). In addition, Islamic leadership also focuses on developing individuals spiritually and professionally to create a materially and morally prosperous community. This approach aligns with the concept of servant leadership, where leaders act as servants to those they lead, ensuring their needs are met while maintaining an organizational vision that is oriented towards blessing and sustainability (Islam et al., 2022).

The relationship between Islamic leadership and entrepreneurship is very close because both share the same basic principles: upholding sharia values in every aspect of life, including business. Islamic entrepreneurship views business activities not only as a means to obtain economic benefits, but also as an effort to create broader social benefits. In practice, leaders in Islamic entrepreneurship are responsible for ensuring that every strategic and operational decision is based on the values of justice, sustainability, and integrity (Al-Banna & Michael, 2015). The shura principle in Islamic leadership encourages participatory decision-making, which is relevant to the spirit of collaboration at the core of Islamic entrepreneurship. On the other hand, the value of ihsan inspires Muslim entrepreneurs to deliver excellence in their products and

services, while ensuring that their business activities positively impact on society and the environment.

Islamic leadership also plays an important role in strengthening the success of Islamic entrepreneurship through enhancing trust in business relationships. The values of amanah (trust) and sidq (honesty) embedded in Islamic leadership are key elements in building sustainable relationships with employees, customers, and business partners (Harrison & Roomi, 2018). Thus, Islamic leadership supports material business success and ensures that business practices remain ethical and Sharia-compliant. In modern organizations, Islamic leadership and Islamic entrepreneurship can function synergistically to create a competitive yet ethical business model that is adaptive to change, innovative in finding solutions, and remains true to Islamic values as the main guideline.

2.2. *Shared leadership*

Shared leadership is a dynamic process of influence that occurs interactively between individuals in a group, where each member leads the other to achieve shared group or organizational goals (Pearce & Conger, 2003). This approach regards leadership as a collective responsibility among team members, in formal and informal structures (Yammarino et al., 2012). Shared leadership allows leadership roles to be shared among several individuals, so that team actions and decisions are determined collectively by one leader and all team members (Gronn, 2002). This leadership can be distributed equally, unilaterally, or in other ways, according to the team's needs (Yammarino et al., 2012).

According to Bligh et al. (2006), this type of leadership is highly effective, especially on cross-functional teams that may not have a clear hierarchy or even if there is a formal leader, still rely heavily on each member's unique knowledge, skills, and expertise. These findings suggest shared leadership strongly supports team success requiring diverse abilities and perspectives.

Research by Xu & Zhao (2023) reveals that Social Exchange Theory (SET) and Emergence Theory explain how shared leadership arises from individual behaviors within a team. SET is the foundational theory used in shared leadership to explain interpersonal relationships within a team. This theory explains that social relationships are formed through mutually beneficial individual exchanges.

In the context of shared leadership, this theory highlights that collaboration and leadership roles emerge when team members appreciate each other's contributions and feel the positive benefits of their interactions. Relationships built on trust and mutual support facilitate the natural formation of collective leadership within the team (Xu & Zhao, 2023).

On the other hand, emergence theory explains that shared leadership forms through micro interactions among individuals. formally established but evolves through responsive, adaptive, and complex team interactions. This process involves exchanging information, providing social support, and utilizing each individual's strengths, creating a pattern of collective leadership that grows naturally and continues to develop (Xu & Zhao, 2023).

In addition, researchers developed the 3Cs model (collective achievement, cohesive support, and complementary expertise) to describe the characteristics of shared leadership that arise from the micro interactions among team members, thereby

creating shared leadership on a macro level (Lindsay et al., 2011; Xu & Zhao, 2023). Collective achievement leadership emphasizes all team members' involvement and active contribution, allowing for significant outcomes (Xu & Zhao, 2023).

Theoretical and empirical research has recently begun to delve deeper into the factors that drive the emergence of shared leadership and its resulting impact (Bligh et al., 2006b; Yammarino et al., 2012). Pearce and Sims (2000) identified that several factors encourage shared leadership, such as team characteristics (e.g., team size, members' abilities, maturity, and level of familiarity among members), task characteristics (e.g., need for creativity, task complexity, level of urgency, and interdependence among members), and environmental characteristics (e.g., support from organizational systems and reward systems). In addition, Carson et al. (2007) mentioned that the team's internal environment and external coaching also support shared leadership. (E. Hoch, 2014) added that vertical transformational leadership, empowerment, and team member integrity are important factors that predict the success of shared leadership.

2.3. The relationship between Islamic leadership and shared leadership

Islamic leadership emphasizes monotheistic values, including honesty, trustworthiness, justice, and the responsibility of serving as Allah's servants and caliphs (Husti & Mahyarni, 2019). Islamic leaders encourage ethical, collaborative, and community-oriented organizational behaviors. Thus, in this context, Islamic leadership highlights the importance of creating a work environment that can provide rational leadership direction and build a competitive advantage based on spiritual and ethical values.

This perspective corresponds with Lindsay et al. (2011), who suggest that focusing on shared results, building team trust and support, and utilizing each member's expertise help develop shared leadership and naturally boost team innovation. In the context of this research, the Islamic values found in Islamic leadership can serve as an important foundation that can create an organizational climate that is inclined to openness towards creativity and collaboration. Meanwhile, shared leadership is an operational means that utilizes collaboration to drive innovation and competitive advantage (Gan et al., 2024; Zhou et al., 2024). The combination of the two can enhance organizational performance sustainably.

2.4. Islamic entrepreneurship and integration with shared Leadership

Islamic entrepreneurship is a form of entrepreneurship that integrates two main aspects, namely the business and spiritual aspects. This approach is not solely profit-oriented but also emphasizes a balance between the world and the hereafter, upholding the values of social justice that contribute to improving the welfare of society at large (Raza et al., 2023). Such an emphasis aligns with the findings of Raza et al. (2023) and Rehan et al. (2019), who state that Islamic entrepreneurship highlights collective values and shared responsibility, principles central to shared leadership.

In this context, Islamic entrepreneurship draws on Islamic principles as the foundation of ethics and spirituality to encourage the creation of beneficial innovations (maslahah). On the other hand, shared leadership provides a flexible and

participatory organizational structure. Therefore, this study demonstrates the close relationship between these two concepts. Islamic entrepreneurship's spiritual and ethical values serve as moral guidelines and sources of motivation. At the same time, the collaborative approach in shared leadership creates an environment that supports innovation, enhances competitiveness, and strengthens organizational performance sustainably.

3. Method, Data, and Analysis

This study uses bibliometric analysis as the primary method to explore the development of research related to shared leadership. Bibliometric analysis is a quantitative approach that aims to measure the impact of previous works and understand the potential of areas of study within a discipline (Ellegaard & Wallin, 2015). This method provides data-driven insights into trends in published studies, in contrast to traditional literature reviews that tend to be narrative. In this context, bibliometric analysis helps map relevant literature, identify dominant keywords, and illustrate collaboration patterns among researchers and institutions.

To carry out this analysis, the study used Biblioshiny, a web-based interface that is part of the R package Bibliometrix (Cuccurullo et al., 2016). Biblioshiny allows bibliometric analysis to be conducted efficiently through structured steps, from installing the Bibliometrix package to running the Biblioshiny command. This approach was adopted based on the guidelines for bibliometric analysis and science mapping proposed by Donthu et al. (2021). This study includes two main approaches: performance analysis to measure the contribution of researchers and institutions, and science mapping analysis to identify research trends visually. VOSviewer was also used to support mapping analysis, especially in generating collaboration networks and visualizing keyword relationships. Combining this two software ensures the accuracy and validity of the analysis results generated.

The initial stage of the research began with the selection of relevant databases. The researchers collected data from Scopus, which is widely acknowledged as one of the largest and most reputable abstract and index databases, providing reliable and comprehensive source for scholarly literature (Aidi Ahmi, 2019; Burnham, 2006). The research focus was exclusively on shared leadership, using keywords such as “shared leadership” and “shared leader” in the titles and abstracts of the articles. The authors performed the search on November 21, 2024, applying restrictions to include only English-language documents published between 1996 and 2024.

This search strategy resulted in a pool of relevant documents, which were then manually re-selected to ensure that the selected articles covered the concept of shared leadership. Although bibliometric analysis tends to be descriptive rather than explanatory, it still significantly contributes to revealing the research landscape related to shared leadership. These descriptive findings provide a foundation for understanding the direction of research development and provide valuable empirical insights for future research, especially in applied research.

4. Result and Discussion

4.1. *Main Information*

The search and analysis process yielded comprehensive information on how research on shared leadership has evolved signficantly over 28 years, from 1996 to 2024. The dataset includes 437 documents, all of which are scholarly articles, with support from 205 sources such as journals, books, and other scholarly media. The annual growth rate of publications of 6.39% indicates a consistent increase in academic attention to this topic. The average age of the documents is 7.31 years, indicating that research in this area is still quite relevant to recent developments. In addition, each document received an average of 38.4 citations, reflecting its significant impact in academia.

Table 1. Main data information

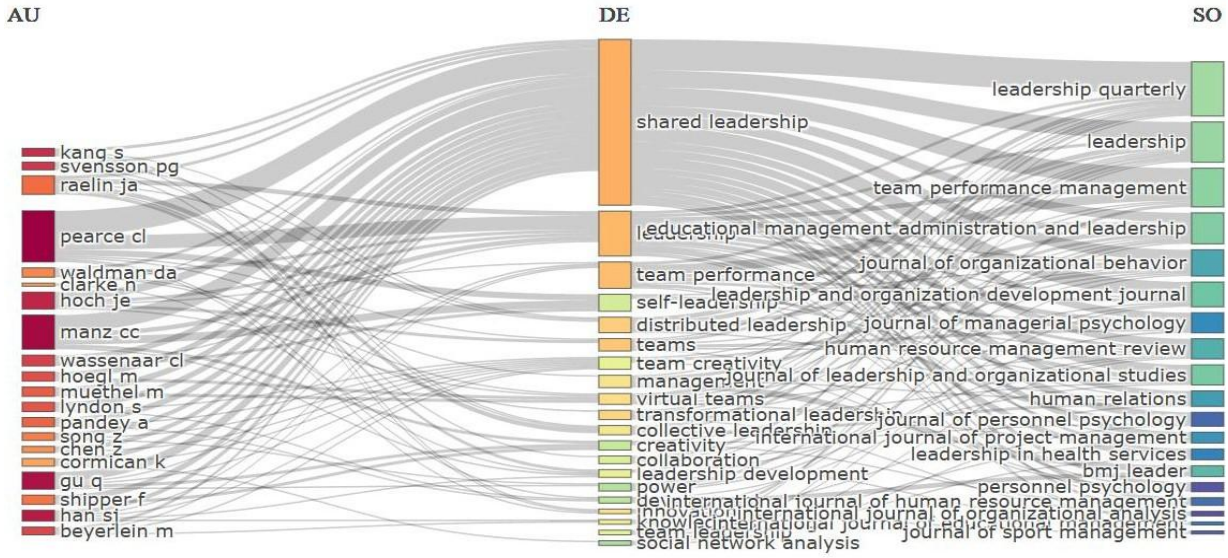
Description	Results
Timespan	1996:2024
Sources (Journals, Books, etc)	205
Documents	437
Annual Growth Rate %	6.39
Document Average Age	7.31
Average citations per doc	38.4
References	25486
Document Types	
Article	437

Source: Author's elaboration with R Biblioshiny (2024)

This three-field plot visualizes the relationship between the primary authors (authors/AU), central themes or keywords (descriptors/DE), and journal publications (sources/SO) in research on shared leadership. Authors include Manz C.C., Kang S., Svensson P.G., Raelin J.A., and Pearce CL (2008). appear to be the main contributors to the development of related literature, focusing on themes such as shared leadership (Pearce et al., 2008), team performance (Hoch & Dulebohn, 2017), and distributed leadership (Raelin, 2016). These themes have strong relevance in measuring the impact of collaborative leadership on team performance, innovation, and human resource management. Publications of this research are distributed across leading journals, including Leadership Quarterly, Leadership, and Team Performance Management, indicating recognition of the importance of this topic in the management nd leadership literature.

However, a critical analysis identifies several shortcomings that require attention. Despite the growth of the shared leadership theme, the number of documents produced is still relatively limited, indicating that the pic has not attracted wide enough attention om academia. In addition, most studies still focus on quite specific themes such as team performance and distributed leadership, with a lack of exploration of broader contexts, such as organizational

sustainability (Wang Y & Jin, 2023), cultural diversity (E. Hoch, 2014), or the impact of shared leadership in specific industries (Wang & Jin, 2023). This visualization also shows the dominance of specific journals, which may indicate a lack of diversification of publication platforms for this theme. This shortcoming is an opportunity for future researchers to broaden the scope of the study and reach out to less explored aspects, so that shared leadership can become a more comprehensive and relevant theme in various disciplines.



Source: Author's elaboration with R Biblioshiny (2024)

Figure 1. Three field plots

4.2. Source Analysis

Figure 2 illustrates the number of articles published in various journals on shared leadership. The Leadership Quarterly journal takes the top spot with 23 documents, indicating that it is a research center in shared leadership. It is followed by Leadership and Team Performance Management, each with 14 articles, indicating a high interest in linking shared leadership with team performance. Other journals such as Educational Management Administration and Leadership (13 articles) and Journal of Leadership and Organizational Studies (12 articles) are also major platforms for research.

However, journals such as BMJ Leader and Human Resource Management Review had only seven articles, suggesting shared leadership attracts attention in specific contexts. However, its scope is still limited to broader areas such as human resource management or practical applications in the healthcare sector. This analysis underscores that research on shared leadership tends to focus on specific academic contexts and less on exploring its relevance in various industries.

Critically, although the number of published documents indicates the development of this theme, there are still gaps in the literature, particularly in practical

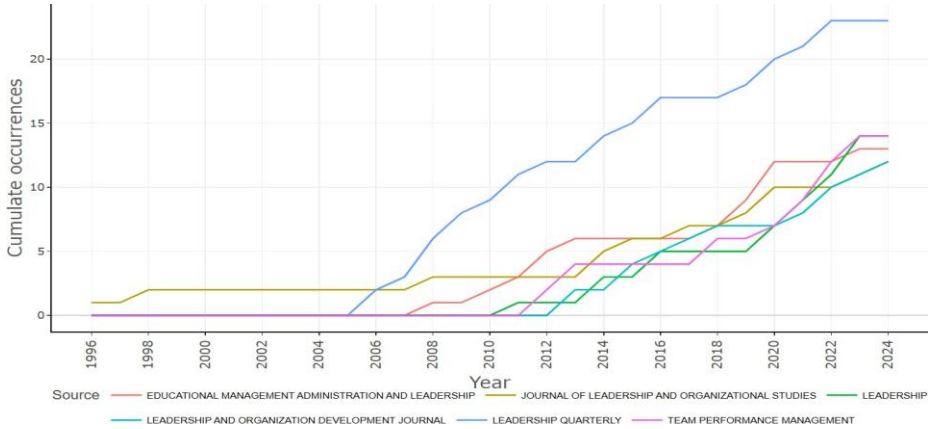
implementation and cross-cultural analysis. In addition, the lack of representation in journals focusing on sustainability or technological innovation indicates the need to expand research into areas with strategic relevance in the modern business world. These gaps highlight the potential for future research to address them through multidisciplinary and applied perspectives.

Source: Author's elaboration with R Biblioshiny (2024)

Figure 2. Most relevant sources

Figure 3 shows that the first articles to discuss "shared leadership" were in the International Journal of Public Administration with the article title "A shared leadership model for human services program management" (Sweeney, 1996) and the Journal of Leadership and Organizational Studies with the title "Community centered organizational leadership: Challenges for practice" (Kroll & Vandenberg, 1996). The development of other journals such as the Leadership Quarterly Journal occupies the highest position with a cumulative number of articles that has continued to increase significantly since 2010, reflecting the dominance of this journal in addressing the theme of sharing leadership. Leadership followed a steady growth pattern since 2004, while other journals such as Educational Management Administration and Leadership and Team Performance Management also showed a significant increase, especially after 2016.

The shared leadership theme in these journals reflects the increasing academic attention to this topic, especially in the context of organizational sustainability and team collaboration. However, it is important to examine several existing limitations critically. For example, despite Leadership Quarterly and Leadership being pioneers in this research, the concentration of articles in just a few journals indicates a lack of diversification of research contributions. In addition, the progression of articles in other journals was relatively slow, suggesting a gap in adopting this theme across different fields of study. An interdisciplinary approach and increased collaboration between researchers in leadership and management are required to encourage wider dissemination.



Source: Author's elaboration with R Biblioshiny (2024)

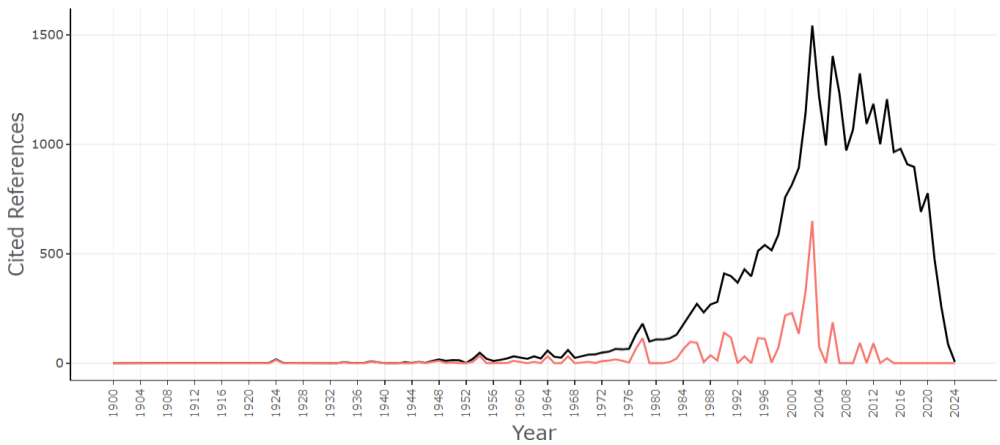
Figure 3. Sources' production over time

Figure 4 RPYS share leadership is a scientometric method that studies the annual distribution of references cited in a corpus. It has been used in many studies to investigate the historical roots of a research field, topic, or journal. Figure 4 illustrates that scholars first coined the concept of shared leadership about a hundred years ago, but researchers only began to focus on this concept in the 1990s. Significant academic and empirical research on shared leadership began in the 1990s, marking a period of increased interest and scientific inquiry into the dynamics and effectiveness of shared leadership in teams (Sunaguchi, 2015).

4.3. Author analysis

Figure 4 also shows a snapshot of citation trends that indicate a significant development in research related to shared leadership. Until the end of the 20th century, attention to this topic was low due to the dominance of the traditional leadership paradigm. However, after 2000, there was a significant surge, with a peak in 2004-2010. These trends highlight the increasing relevance of shared leadership in modern organizations, particularly in virtual team collaboration and leadership decentralization (Johnson et al., 2022; Pearce & Conger, 2003).

The decline in the citation trend after its peak indicates the need for new approaches. One significant opportunity is the integration of Islamic leadership and Islamic entrepreneurship values into a shared leadership framework, which could offer an ethical and innovative perspective on collaborative leadership. These results confirm the importance of further research, particularly in reaching out to specific cultural contexts or utilizing technology to support cross-regional collaboration. Thus, this research not only maps the evolution of the literature but also opens strategic opportunities for the future development of the shared leadership concept.

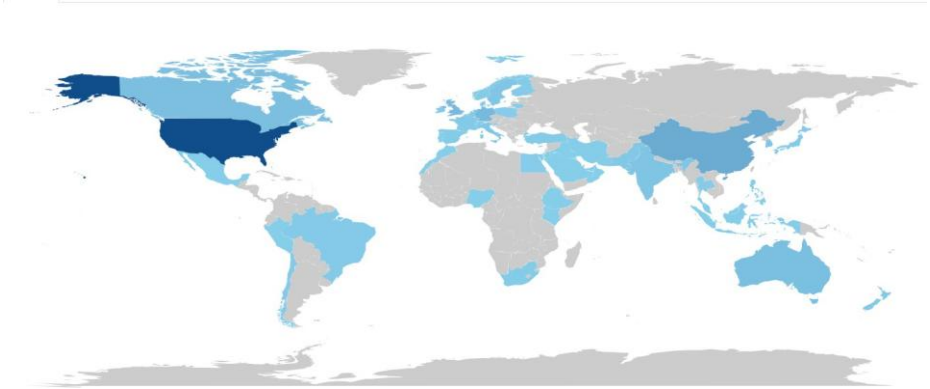


Source: Author's elaboration with R Biblioshiny (2024)

Figure 4. Reference Spectroscopy

The results of this study show that shared leadership has been a rapidly growing topic in the scientific literature over the past two decades. Based on the distribution of authors (Figure 5), prominent scholars such as Pearce CL and Manz CC dominate publications in this field, making significant contributions especially from 2005 to 2015. These contributions signify the importance of their role as research pioneers in shared leadership. In addition, the continued contributions of several other authors, such as Gu Q and Hoch JE, suggest that this topic will continue to receive scholarly attention until 2023. The surge in the number of publications in the 2010-2020 decade reflects the increasing relevance of shared leadership amid global transformation, primarily in organizations that increasingly require collaborative leadership models.

The geographical distribution (Figure 6) demonstrates that the United States dominates shared leadership research and is a primary research center. Countries like the UK, Australia, and China contribute significantly, indicating a global interest. However, the lack of contributions from developing countries, including the Middle East and Southeast Asia, indicates a gap in global research that could be filled with more diverse perspectives, particularly those that integrate local or faith-based values, such as in the Islamic context. As such, this research provides an opportunity for further exploration, especially in developing a culturally and values-relevant shared leadership approach.

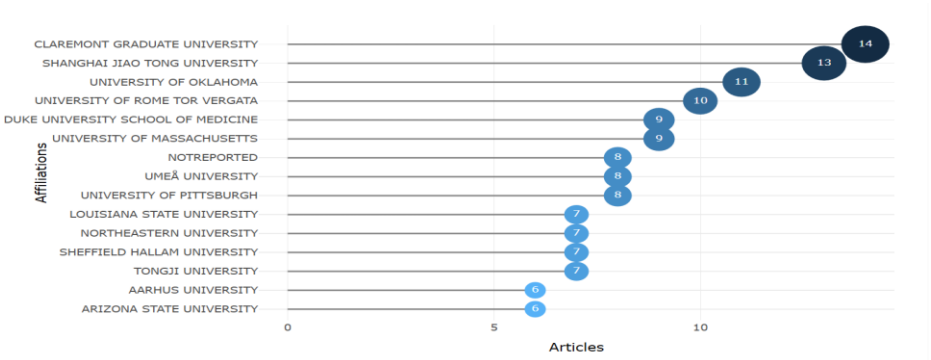


Source: Author's elaboration with R Biblioshiny (2024)

Figure 6. Countries' collaboration world map

Furthermore, the institution analysis in Figure 7 shows that Claremont Graduate University has the highest number of publications, followed by Shanghai Jiao Tong University and the University of Oklahoma. These results confirm the role of these institutions as centers of excellence in leadership studies, including shared leadership. Institutions from Europe, such as Umeå University, and Asia, such as Tongji University, were also identified as contributing, albeit with less intensity. This finding underscores the dominance of institutions from developed countries in this study, highlighting the potential for cross-regional collaboration to enrich perspectives in shared leadership. Given the increasing need to meet the challenges of globalization and cross-cultural working, collaboration between institutions from different regions could result in a more inclusive and globally relevant approach.

These bibliometric results emphasize the need for integration between shared leadership and Islamic values, especially in the context of the lack of contributions from the Islamic world region. By incorporating principles such as shura (deliberation), adl (justice), and ta'awun (cooperation), future research can develop shared leadership models that are more relevant to value-based organizations and contribute to a more inclusive global literature.



Source: Author's elaboration with R Biblioshiny (2024)

Figure 7. Affiliations' production over time

Source: Author's elaboration with R Biblioshiny (2024)

Figure 8. World could Shared

Figure 8 is a word cloud of combined keywords about shared leadership. The word cloud visualizes the frequency of word occurrence by displaying the word and its size. The larger the word, the more frequently the keyword appears in the word frequency analysis. The keywords become the data to create the word cloud, which is more suitable for analyzing themes than titles or abstracts. Leadership and shared leadership appear prominently in the literature, showing that scholars discuss them extensively.

The shared leadership model applies the principle of fairness that ensures that all team members have an equal opportunity to express their opinions and contribute to decision making, which aligns with Islamic leadership principles of justice and equal treatment (Septiani et al., 2024). In addition, the word human resource management unlocks the discussion on how people can implement shared leadership shared leadership in human resource management to conduct moral training and moral development of individuals in organizations under Islamic values (Mutalib et al., 2022).

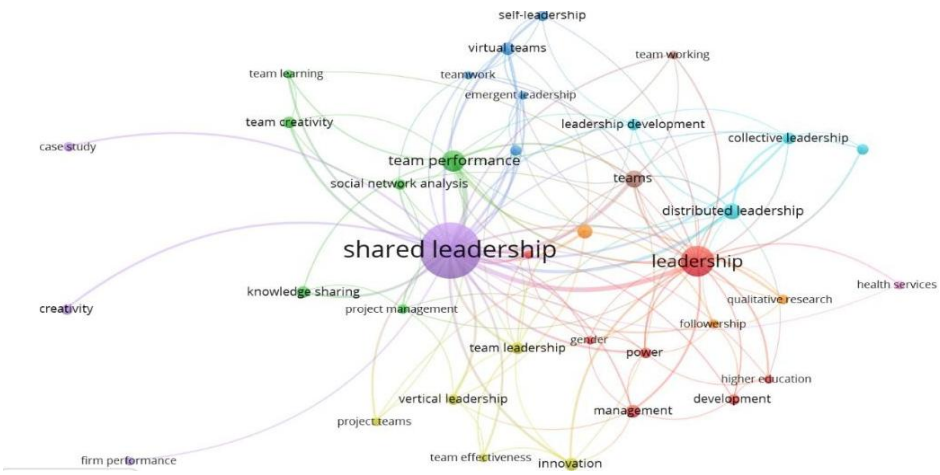
To provide more in-depth document analysis results, we used Vosviewer to obtain clusters on the shared leadership keyword. Figure 9 shows three significant clusters. The first cluster discusses the development of shared leadership and management. Pearce & Conger (2007 & 2008) discuss the concept of shared leadership in depth, especially in their edited book "Shared Leadership: Reframing the Hows and Whys of Leadership". They explore the dynamics of shared leadership in organizations and provide a comprehensive critique and discussion. Meanwhile, Carson et al. (2007) have also researched shared leadership, emphasizing the importance of external empowerment leadership and interdependence to accomplish tasks and realize set goals (Fausing, Jeppe Jeppesen, et al., 2013). In management, HR professionals

actively contribute to developing shared leadership in teams. The role of HR professionals helps promote shared leadership and improve team effectiveness.

The second cluster discusses knowledge sharing and team performance. Several authors have discussed sharing knowledge (Han et al., 2018; Tung & Chang, 2011; Lee et al., 2010) in shared leadership. In addition, shared leadership indicates that knowledge sharing affects how information is exchanged and used (Tung & Chang, 2011; Nicolaides et al., 2014; Sabir et al., 2022). Related to team performance, several authors discuss the impact of shared leadership on team performance (Fausing et al., 2015; Han et al., 2018; Lee et al., 2010).

The effectiveness of shared leadership depends on moderating factors like task complexity, team autonomy, and whether the work involves manufacturing or knowledge-based tasks (such as manufacturing vs. knowledge work) (Martin et al., 2018; Fausing et al., 2013; Muller et al., 2018).

The third cluster discusses emergent the third cluster discusses emergent leadership, self-leadership, and virtual teams. Several researchers have discussed how emergent leadership catalyzes shared leadership because emergent leaders can inspire team members to share responsibilities and contributions (Cogliser et al., 2012; Serban et al., 2015; Wilson et al., 2021). Meanwhile, environments with shared leadership allow individuals with leadership potential to emerge without a formal hierarchy (Castellano et al., 2021; George et al., 2022). In another discussion, the self-leadership discussed by researchers (Castellano et al., 2021) gives people confidence, motivation, and commitment to becoming a leader.



Source: Author's elaboration with VOSviewer (2024)

Figure 9. Co-word analysis

4.4. Relationship between shared leadership and Islamic Leadership and Islamic Information Entrepreneurship

Leadership in Islam and shared leadership exhibit fundamental similarities based on values such as collaboration, justice, ethics, and collective decision-making. The principles of Islamic leadership derived from the Qur'an and Hadith emphasize the importance of honesty, transparency, trustworthiness, and active involvement in the decision-making process.

These values prioritize collective interests and provide a strong ethical foundation for leadership duties. Such an emphasis aligns with shared leadership, where leadership roles are distributed evenly among team members without relying on one individual. Each team member is equally responsible for ensuring collective success in this framework.

Furthermore, Islamic leadership and entrepreneurship demonstrate the connection between shared leadership and Islamic values. Islamic entrepreneurship combines two main perspectives: the business perspective, such as honesty, trustworthiness, and truth, and the spiritual perspective, such as good intentions, piety, and fulfilling religious obligations like zakat and charity. This approach emphasizes that business activities are not solely for achieving economic profit, but also for creating sustainable social and spiritual value (Raza et al., 2023). Thus, Islamic entrepreneurship offers a holistic and inclusive approach aligned with shared leadership principles.

Several studies have shown that Islamic leadership and entrepreneurship values, such as cooperation, collective responsibility, and the principle of consultation (shura), support creating an ethical and collaborative organizational culture (Hoque et al., 2014; Rehan et al., 2019). Active involvement of employees, mutual trust, and Islamic business ethics act as catalysts for the formation of effective collective leadership. In this context, Islamic leadership and entrepreneurship provide an ethical foundation and enrich the spiritual dimension of shared leadership, which can foster a supportive and productive work environment.

One of the distinctive strengths of Islamic leadership is its spiritual dimension, which encourages a balance between material and spiritual well-being (Gan et al., 2024). When organizations integrate this spiritual element into shared leadership practices, they cultivate a work culture that values material contributions alongside humanitarian values, blessings, and deeper meaning. This results in stronger team solidarity and a higher sense of ownership towards the organization's vision and goals.

In practice, Islamic-based organizations can strengthen shared leadership by applying the principles of Islamic entrepreneurship. Applying values such as justice, cooperation, and social concern in team leadership creates a profound cohesion among team members. Fair distribution of roles and joint involvement in decision-making can enhance a sense of collective responsibility and strengthen commitment to achieving the organization’s goals.

Thus, the integration of Islamic leadership, Islamic entrepreneurship, and shared leadership results in an approach to leadership that is productive but also ethical, inclusive, and focused on positive impact. This approach benefits the internal organization and contributes to a broad social impact for the community by applying collaborative values, social responsibility, and spirituality in modern leadership.

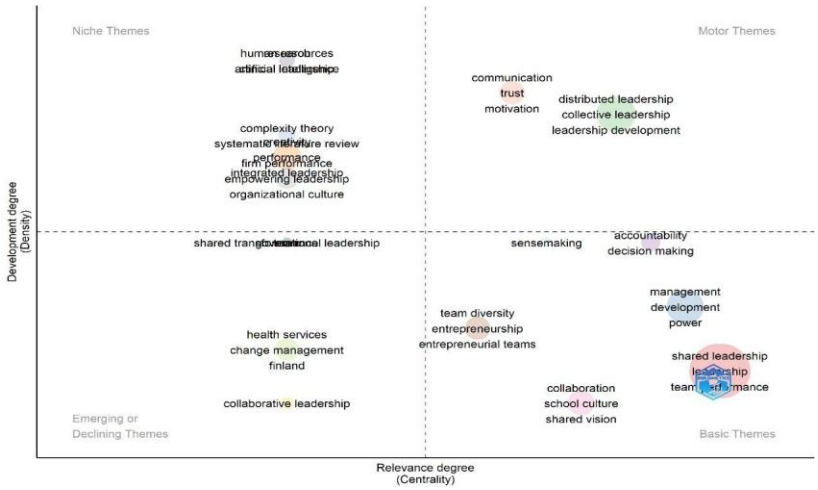
4.5. Themes and keyword are most frequently associated with Shared Leadership

Based on the thematic map of shared leadership that will be connected with Islamic leadership and Islamic entrepreneurship, it is necessary to analyze the results of shared leadership to determine the context of the theme based on its density and centrality. The thematic map in Figure 10 shows that it is divided into four quadrants based on the degree of development (density) and relevance (centrality). Quadrants with high density and centrality, namely motor themes, indicate that the main theme/topic that has been established is developing rapidly and is very important regarding shared leadership. Motor Themes include Communication, Trust, Motivation, Distributed Leadership, Collective Leadership, and Leadership Development.

Based on the Islamic context, shared leadership shows a rapidly developing and significant theme, namely how a caliph who is relevant to Islamic leadership carries out his responsibilities with Trust, with good and correct communication so that he can create Trust and motivate the team to work according to Islamic leadership values, namely ihsan (excellence in work ethics). Increasing Trust supports the success of Islamic entrepreneurship with values that can be realized from Islamic leadership. Shared leadership also shows the existence of distributed leadership, collective leadership, and leadership development by Islamic leadership and Islamic entrepreneurship, how decision-making is based on the principle of deliberation according to the values of Islamic leadership and Islamic entrepreneurship, and how leadership development has Islamic values that focus on collaborative and participatory leadership education.

Basic themes have a high degree of relevance (centrality) and a low degree of development (density). They have become the foundation of shared leadership research, but still have the potential for further exploration. The basic themes are shared leadership, team performance, management, power, development, collaboration, school culture, and shared vision. Niche Themes have a high degree of development but low relevance. This quadrant discusses technical and specific themes, but with limited development. It does not yet have a primary focus on shared leadership, such as Human Resources, Artificial Intelligence, Complexity Theory, Systematic Review, Performance, Empowering Leadership, Integrated Leadership, and organizational Culture.

The quadrant with a low position in the development degree (density) and relevance degree (centrality) is Emerging or Declining Themes, which is in the lower left position in the image. This placement indicates that this theme can still develop or even decline in shared leadership research. This quadrant shows that these themes have the potential to be further explored and developed in research. These themes are shared transformational leadership, health services, change management, Finland, and collaborative leadership.



Source: Author's elaboration with R Biblioshiny (2024)

Figure 10. Thematic Map

4.6. Future Research Recommendations

A variety of research approaches are needed in the future to develop a deeper understanding of the relationship between Islamic and shared leadership. This study aims to validate how the two leadership models align and examine their practical application across different organizational contexts, cultures, and industries. In addition, the integration of spiritual dimensions, the role of technology, and adaptation to modern organizational challenges are important areas for research.

Empirical approaches and qualitative studies can provide insights into how Islamic values, such as shura (deliberation), amanah (trust), and justice, can strengthen the practice of shared leadership. By identifying challenges and best practices, this research can significantly contribute to creating ethical, collaborative, and sustainable leadership models. The following table summarizes some future research directions that can guide the integration of Islamic leadership and shared leadership.

Table 2. Recommendations for Further Research

No.	Research Focus	Description	Methodology	Research Outputs
1	Empirical Validation	Measuring the relationship between Islamic leadership principles (shura, amanah) and the effectiveness of shared leadership.	Quantitative survey, correlation analysis, regression.	Identify the impact of Islamic leadership on team performance, innovation and job satisfaction.

No.	Research Focus	Description	Methodology	Research Outputs
2	Contextual Study	Analyze the application of Islamic leadership and shared leadership in various cultural and organizational contexts.	Case study, qualitative interviews.	Insight into the adaptation of both principles in specific culture-based organizations.
3	Spiritual Integration	Exploring how the spiritual elements of Islamic leadership influence team dynamics and sustainability.	Phenomenological study, in-depth interviews.	An understanding of the relationship between spirituality, well-being and collaboration in leadership.
4	Startup Case Study	Research startups that apply Islamic and shared leadership principles to identify best practices.	A case study with a mixed approach.	Best practices and challenges in integrating the two approaches in a startup environment.
5	Ethical Decision Making	Highlighting how the ethical values of Islamic leadership help shared leadership in dealing with ethical dilemmas.	Qualitative analysis, interviews with organization leaders.	Recommendations for handling ethical dilemmas in dynamic organizational settings.
6	Cross-Sector Applications	Analyze the applicability of the two leadership models in different sectors such as technology, education, and healthcare.	Cross-sector comparative study.	A thorough understanding of the effectiveness of the two leadership models in various industries.
7	The Role of Technology	Examines how technology supports the integration of Islamic and shared leadership principles.	Quantitative and experimental studies.	Identify tools and technologies that can facilitate collaboration and decision-making.

Source: Author's (2024)

5. Conclusion and Limitation

This research shows several analysis results. First, the result highlights Leadership Quarterly's significant role in this field, suggesting its influence on the research landscape. Second, authors Pearce CL and Manz CC have the most significant number of studies among other authors. Claremont Graduate University and Shanghai Jiao Tong University have the highest output of articles on shared leadership. Third, the United States dominates shared leadership research and is the main center of this research.

Finally, some topics often discussed in shared leadership research are shared leadership development, management, knowledge sharing, team performance, emergent leadership, self- leadership, and virtual teams. However, this approach has limitations. A science mapping analysis, such as the one conducted in this study, can only describe the research landscape without explaining the deep mechanisms behind certain phenomena. Nevertheless, the results obtained are still relevant in systematically mapping shared leadership research trends globally.

References

Abdelwahed, N. A. A., Al Doghan, M. A., Saraih, U. N., & Soomro, B. A. (2024). Unleashing potential: Islamic leadership's influence on employee performance via Islamic organizational values, organizational culture and work motivation. *International Journal of Law and Management*. https://doi.org/10.1108/IJLMA-01-2024-0019

Adha, A., & Wardi, Y. (2023). Literature Review: Model Kepemimpinan Terhadap Kinerja Karyawan. *Cakrawala Repositori IMWI*, *6*(4), 600–612.

Aidi Ahmi, R. M. (2019). Bibliometric analysis of global scientific literature on web accessibility. *Nternational Journal of Recent Technology and Engineering (IJRTE)*, *7*(6), 250–258.

Al-Banna, M. A. K., & Michael, I. (2015). Zakat and its socio-economic merits: A holistic view towards eradication of poverty. In *Islamic Perspectives on Marketing and Consumer Behavior: Planning, Implementation, and Control* (pp. 296– 314). IGI Global. https://doi.org/10.4018/978-1-4666-8139- 2.ch013

Ali, H., & Yushi, J. (2024). Linking shared leadership and project success in virtual project teams: a moderated mediation model of teamwork and project complexity. *Strategy and Leadership*. https://doi.org/10.1108/SL-09-2024-0103

Bligh, M. C., Pearce, C. L., & Kohles, J. C. (2006). The Importance of self-and shared leadership in team-based knowledge work. *Journal of Managerial Psychology*, *21*(4), 296–318

Burnham, J. F. (2006). Scopus database: a review. *Biomedical Digital Libraries*, *3*, 1–8.

Carson, J. B., Tesluk, P. E., & Marrone, J. A. (2007). Shared leadership in teams: An investigation of antecedent conditions and performance. *Academy of Management Journal*, *50*(5), 1217–1234.

Castellano, S., Chandavimol, K., Khelladi, I., & Orhan, M. A. (2021). Impact of self-leadership and shared leadership on the performance of virtual R&D teams. *Journal of Business Research*, *128*, 578–586.

Chandranathan, P. (2025). Lived experiences and the structure of shared leadership in entrepreneurial firms: delegation, empowerment and performance. *Journal of Small Business and Enterprise Development*. https://doi.org/10.1108/JSBED-08-2024-0385

Chen, W., Zhang, J. H., & Zhang, Y. L. (2022). How shared leadership affects team performance: examining sequential mediation model using MASEM. *Journal of Managerial Psychology*, *37*(7), 669–682. https://doi.org/10.1108/JMP-04-2021-0258

Cuccurullo, C., Aria, M., & Sarto, F. (2016). Foundations and trends in performance management . and public administration domains. *Scientometrics*, *108*(2), 595–611. https://doi.org/10.1007/s11192-016-1948- 8

De Cruz, N. P. (2019). A Conceptual Overview of Attaining, Maintaining, and Regaining Shared Leadership in High Performing Teams. *Journal of Leadership Education*, *18*(1), 213–226. https://doi.org/10.12806/v18/i1/t3

Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, *133*(April), 285–296.

https://doi.org/10.1016/j.jbusres.2021.0 4. 070

E. Hoch, J. (2014). Shared leadership, diversity, and information sharing in teams. *Journal of Managerial Psychology*, *29*(5), 541–564.

Ellegaard, O., & Wallin, J. A. (2015). The bibliometric analysis of scholarly production: How great is the impact? *Scientometrics*, *105*(3), 1809–1831. https://doi.org/10.1007/s11192-015-1645- z

Fausing, M. S., Jeppe Jeppesen, H., Jønsson, T. S., Lewandowski, J., & Bligh, M. C. (2013). Moderators of shared leadership: work function and team autonomy. *Team Performance Management: An International Journal*, *19*(5/6), 244–262.

Fozia, M., Rehman, A., & Farooq, A. (2016). Entrepreneurship and leadership: An Islamic perspective. *International Journal of Economics, Management and Accounting*, *24*(1), 15–47.

Gan, X., Jia, J., Le, Y., & Hu, Y. (2024). Transforming vertical leadership into shared leadership in infrastructure project teams: a dual-pathway perspective. *Engineering, Construction and Architectural Management*, *31*(8), 3097–3123. https://doi.org/10.1108/ECAM-04-2022-0323

George, C., Gibson, C. B., & Barbour, J. (2022). Shared leadership across cultures: Do traditionalism and virtuality matter? *Journal of International Management*, *28*(1), 100905.

Gronn, P. (2002). Distributed leadership as a unit of analysis. *The Leadership Quarterly*, *13*(4), 423–451.

Harrison, P., & Roomi, M. A. (2018). Islamic insights on entrepreneurial leadership. *Research Handbook on Entrepreneurship and Leadership*, 106–130.

Hoch, J. E., & Dulebohn, J. H. (2017). Team personality composition, emergent leadership and shared leadership in virtual teams: A theoretical framework. *Human Resource Management Review*, *27*(4), 678–693.

Hoque, N., Mamun, A., & Mohammad Ahshanul Mamun, A. (2014). Dynamics and traits of entrepreneurship: an Islamic approach. *World Journal of Entrepreneurship, Management and Sustainable Development*, *10*(2), 128–142. https://doi.org/10.1108/wjemsd-04-2013-0027

Husti, I., & Mahyarni, M. (2019). Islamic Leadership, Innovation, Competitive Advantages, and Performance of SMEs in Indonesia. *East Asia*, *36*(4), 369–383. https://doi.org/10.1007/s12140-019-09325-7

Islam, T., & Asad, M. (2024). Enhancing employees' creativity through entrepreneurial leadership: can knowledge sharing and creative self-efficacy matter? *VINE Journal of Information and Knowledge Management Systems*, *54*(1), 59–73.

Islam, T., Ahmed, I., Ali, M., Ahmer, Z., & Usman, B. (2022). Understanding despotic leadership through the lens of Islamic work ethics. *Journal of Public Affairs*, *22*(3). https://doi.org/10.1002/pa.2521

Johnson, A. A., Huesing, T., Ludema, J. D., & Hinds, B. (2022). Global leadership is shared leadership: How smart global leaders build cultures of collaboration to drive results and get things done. In *The Study and Practice of Global Leadership* (pp. 35–50). Emerald Publishing Limited.

Kroll, K., & Vandenberg, L. (1996). Community centered organizational leadership: Challenges for practice. *Journal of Leadership Studies*, *3*(4), 117–128.

Lindsay, D. R., Day, D. V., & Halpin, S. M. (2011). Shared leadership in the military: Reality, possibility, or pipedream? In *Military Psychology* (Vol. 23, Issue 5, pp. 528–549). https://doi.org/10.1080/08995605.2011.600150

Lyndon, S., & Pandey, A. (2020). Shared leadership in entrepreneurial teams: a qualitative study. *Journal of Indian Business Research*, *12*(3), 427–441. https://doi.org/10.1108/JIBR-06-2019-0196

Lyndon, S., & Pandey, A. (2021). Deconstructing the shared leadership emergence process in entrepreneurial teams. *Journal of Small Business and Enterprise Development*, *28*(3), 360–379. https://doi.org/10.1108/JSBED-04-2020-0136

Madanchian, M., Hussein, N., Noordin, F., & Taherdoost, H. (2018). The impact of ethical leadership on leadership effectiveness among SMEs in Malaysia. *Procedia Manufacturing*, *22*, 968–974. https://doi.org/10.1016/j.promfg.2018.03. 138

Mansoor, T., Umer, M., & Duenas, A. (2025). Unlocking team performance: the interplay of team empowerment, shared leadership, and relationship conflict in healthcare sector. *Strategy and Leadership*. https://doi.org/10.1108/SL-10- 2024-0118

Mutalib, M. A., Rafiki, A., & Razali, W. M. F. A. W. (2022). *Principles and practice of Islamic leadership*. Springer.

Pearce, C. L., & Conger, J. A. (2003). *Shared leadership: Reframing the hows and whys of leadership*. Sage Publications.

Pearce, C. L., Conger, J. A., & Locke, E. A. (2008). Shared leadership theory. *The Leadership Quarterly*, *19*(5), 622–628.

Purwani, T., & Istiyanto, B. (2022). Motivasi Kerja, Tingkat Pendidikan, Kepemimpinan, dan Lingkungan Kerja Terhadap Kinerja Karyawan PT BPR Bank Boyolali. *Jurnal Ekonomi Akuntansi Dan Manajemen*, *21*(1), 23–36.

Raelin, J. A. (2016). Imagine there are no leaders: Reframing leadership as collaborative agency. *Leadership*, *12*(2), 131–158.

Raza, M., Khalique, M., Khalid, R., Kasuma, J., Ali, W., & Selem, K. M. (2023). Achieving SMEs' excellence: scale development of Islamic entrepreneurship from business and spiritual perspectives. *Journal of Islamic Accounting and Business Research*.https://doi.org/10.1108/JIABR-02-2023- 0060

Rehan, F., Block, J., & Fisch, C. (2019). Entrepreneurship in Islamic communities: How do Islamic values and Islamic practices influence entrepreneurship intentions? *Journal of Enterprising Communities*, *13*(5), 557–583. https://doi.org/10.1108/JEC-05-2019-0041

Samara, G. (2021). Family businesses in the Arab Middle East: What do we know and where should we go? *Journal of Family Business Strategy*, *12*(3). https://doi.org/10.1016/j.jfbs.2020.100359

Septiani, D., Isfianadewi, D., Prima, A., & Udji, A. (2024). Spirituality Sustainability Leadership on Human Resource Performance in Islamic Perspective: A Literature Review. In *Information and Communication Technology in Technical and Vocational Education and Training for Sustainable and Equal Opportunity: Business Governance and Digitalization of Business Education* (pp. 247–257). Springer.

Spedding, J., Brough, P., Hawkes, A. J., & Chan, X. W. (2023). The effective measurement of shared leadership: a multi-scale comparison. *Leadership and Organization Development Journal*, *44*(4), 564–581. https://doi.org/10.1108/LODJ-10-2021- 0453

Sunaguchi, B. (2015). Shared leadership and its dynamics: A neglected mechanism. *Academy of Strategic Management Journal*, *14*(2), 197.

Suryani, L., & Kosasih, A. (2016). Pengaruh Kepemimpinan terhadap Kinerja Pegawai Pada Kantor Kebudayaan dan Pariwisata Kota Tangerang Selatan. *Dalam Jurnal Ilmiah*, *4*(1).

Sweeney, K. (1996). A shared leadership model for human services program management. *International Journal of Public Administration*, *19*(7), 1105–1120.

Wang, Y., & Jin, X. (2023). Exploring the role of shared leadership on job performance in IT industries: Testing the moderated mediation model. *Sustainability*, *15*(24), 16767.

Xu, C., & Zhao, L. (2023). Collective achievement, cohesive support, complementary expertise: 3Cs emergent model for shared leadership. *Human Resource Development International*, *26*(2), 175–200. https://doi.org/10.1080/13678868.2022.2 065442

Yammarino, F. J., Salas, E., Serban, A., Shirreffs, K., & Shufler, M. L. (2012). Collectivistic leadership approaches: Putting the "we" in leadership science and practice. *Industrial and Organizational Psychology*, *5*(4), 382-402.

Zaim, H., Erzurum, E., Zaim, S., Uluyol, B., & Seçgin, G. (2024). The influence of Islamic leadership on work performance in service industry: an empirical analysis. *International Journal of Ethics and Systems*, *40*(1), 127–152. https://doi.org/10.1108/IJOES-12-2021- 0242

Zhou, Q., Wu, Q., Sun, Y., & Cormican, K. (2024). The power of many: analyzing the impact of shared leadership on project teams. *International Journal of Managing Projects in Business*. https://doi.org/10.1108/IJMPB-05-2024-0132