

## Islamic Human Resource Management in The Digital Era: Research Trends and Future Research Directions

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### ABSTRACT

**Introduction:** Digital transformation has fundamentally reshaped human resource practices, compelling institutions grounded in Islamic values to align sharia principles with emerging technological tools. This study aims to map publication trends, dominant themes, and research gaps within Islamic Human Resource Management in the digital era by combining a systematic literature review with bibliometric analysis.

**Methods:** Article selection followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, drawing documents from the Scopus and SINTA 1–4 databases, while data processing employed VOSviewer and/or Bibliometrix through the Biblioshiny interface.

**Results:** Of 309 documents initially identified, only 15 articles satisfied the full eligibility criteria and served as primary data for analysis. Keyword network visualization revealed four major clusters centered on Islamic work ethics, employee performance, ethical leadership, and work motivation, with scholarly attention growing gradually since 2021. Nevertheless, explicit links between Islamic values in personnel management and digital technology adoption remain rarely addressed in the existing literature.

**Conclusion and suggestion:** The study concludes that a substantial research gap persists at the intersection of these two domains, and future studies should focus on integrating artificial intelligence, big data analytics, and blockchain technology into sharia-based human resource management practices.

**Keywords:** Islamic Human Resource Management; digital transformation; bibliometric analysis; PRISMA; research gap

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## A. INTRODUCTION

Digital transformation has fundamentally changed the way organizations manage their human resources, including institutions grounded in Islamic values. This transformation does not merely involve technical aspects but also requires comprehensive adjustments to the roles, processes, and structures of employee management. Berampu and Sari (2020) emphasize that human resource transformation in the era of professional digitalization is an unavoidable necessity for all organizations, including those operating in regions with strong socio-religious characteristics such as North Sumatra. This phenomenon is occurring globally and across various sectors. Bansal et al. (2023) explain that human resource digital transformation (HRDT) represents an innovation capability driven by both digital factors and individual factors within organizations. This finding indicates that the successful digitalization of human resource functions depends not only on the availability of technology but also on individual readiness and organizational culture in adopting such technologies. In the context of Islamic Human Resource Management (IHRM), these challenges become more complex because Islamic principles must be aligned with emerging digital technologies. Fachrunnisa and Assyilah (2022) examined the potential use of blockchain technology to support the development of psychological contracts in Islamic human resource management practices, while also highlighting the challenges of implementation to ensure consistency with Islamic values in employment relationships. Methodological approaches to literature mapping have also begun to develop in order to understand the direction of research in this field. Saif and Islam (2024) employed a PRISMA-based systematic review and bibliometric analysis to map 126 documents on blockchain in human resource management indexed in the Scopus and Web of Science databases. This approach is relevant for adaptation to the mapping of research on Islamic Human Resource Management.

Bibliometric studies in the Islamic context also indicate the existence of thematic gaps. Hariyadi and Aini (2024), through a VOSviewer analysis of 258 Scopus-indexed documents, found that the keyword “Islamic” did not appear prominently within the keyword network of human resource management research in Islamic hospitals. This finding suggests that the Islamic dimension of personnel management remains insufficiently examined explicitly in the indexed literature. A similar gap can be observed in the broader field of digital Islam. Wahid (2024) mapped 1,060 Scopus documents concerning the intersection of Islam and digital technology and concluded that scholarly attention to this topic has continued to increase since the early 2000s. However, the integration of Islamic Human Resource Management into the broader digital Islamic research ecosystem remains limited. This condition highlights the need for a comprehensive bibliometric study to examine the trends, clusters, and future research agenda of Islamic Human Resource Management in the digital era.

The research questions are as follows: (1) How have publications on Islamic Human Resource Management in the digital era developed and what trends can be identified based on the Scopus and SINTA databases? (2) What themes, keywords, and research clusters have been extensively examined in the literature on Islamic Human Resource Management in the digital era? (3) What research gaps can be identified, and what directions can be proposed for a future research agenda in the field of Islamic Human Resource Management in the digital era?. This study aims to map the development and trends of scholarly publications on Islamic Human Resource Management in the digital era, including publication growth, distribution by year, and the contributions of authors and journals, using PRISMA as the article selection framework for documents retrieved from the Scopus and SINTA 1–4 databases. It also aims to identify dominant themes, frequently occurring keywords, and research clusters

in the literature on Islamic Human Resource Management in the digital era through bibliometric analysis using VOSviewer and/or Bibliometrix. This analysis is intended to reveal the relationships among research topics both visually and quantitatively. Furthermore, this study seeks to identify research gaps and formulate a future research agenda relevant to the development of Islamic Human Resource Management, particularly in addressing the need to integrate Islamic values with digital technologies in human resource management.

Theoretically, this study is expected to enrich the academic literature on the position and development of Islamic Human Resource Management in the context of digitalization and to provide a reference for future researchers in developing more in-depth studies on underexplored themes. Practically, the findings from the mapping of research trends and clusters may assist practitioners, managers of Islamic institutions, and policymakers in formulating human resource management strategies that are adaptive to technological developments while maintaining compliance with Islamic principles. Methodologically, this study contributes through the application of a combination of PRISMA and bibliometric analysis using VOSviewer and/or Bibliometrix, which may serve as a methodological model for similar literature-mapping studies in Islamic studies and related management fields.

## **B. LITERATURE REVIEW**

### **Islamic Human Resource Management in the Digital Era**

The digital transformation of organizations has significantly changed the way human resources are managed. Digital technologies have shifted human resource management from conventional administrative functions toward more integrated, data-driven, and technology-enabled processes. In this context, Human Resource Digital Transformation (HRDT) is not limited to the adoption of digital tools but involves changes in organizational capabilities, employee roles, work processes, and organizational culture. Bansal et al. (2023) conceptualize HRDT as an innovation capability influenced by both digital and individual factors within organizations. This perspective indicates that technological infrastructure alone is insufficient to ensure successful digital transformation; employee readiness, digital competencies, and organizational culture are equally important. Within Islamic organizations, digital transformation presents a distinctive challenge because human resource practices must accommodate technological developments while maintaining Islamic principles. Islamic Human Resource Management (IHRM) emphasizes the integration of Islamic values such as justice, trustworthiness, ethical conduct, responsibility, and fairness into human resource practices. Therefore, digitalization in IHRM should not simply replicate conventional digital HR practices but should consider how technology can support ethical and value-based employment relationships. Fachrunnisa and Assyilah (2022), for example, examined the potential of blockchain technology in supporting psychological contracts in Islamic human resource management. Their study illustrates the emerging intersection between advanced technology and Islamic values in managing employment relationships.

The development of digital IHRM also reflects a broader transformation in the role of human resource management within Islamic institutions. Digital platforms can facilitate recruitment, employee development, performance management, communication, and organizational decision-making. However, the implementation of these technologies requires alignment between technological capabilities and Islamic organizational values. Berampu and Sari (2020) emphasize that human resource transformation in the digital era has become an unavoidable organizational necessity. Consequently, IHRM in the digital era can be

understood as an emerging field that combines digital innovation, human resource capabilities, and Islamic ethical principles.

### **Bibliometric Trends and Research Mapping in Islamic Human Resource Management**

The increasing volume of academic publications on digital transformation and human resource management has created a need for systematic approaches to identify research trends, dominant themes, and emerging areas of study. Bibliometric analysis provides an appropriate methodological approach for examining the development of a research field through publication patterns, citation relationships, keyword co-occurrence, authorship networks, and thematic clusters. The use of bibliometric analysis has become increasingly relevant for identifying the intellectual structure and evolution of emerging research areas. Previous studies demonstrate the usefulness of bibliometric approaches for examining the relationship between technology and human resource management. Saif and Islam (2024), for instance, applied a systematic review based on PRISMA combined with bibliometric analysis to examine 126 documents concerning blockchain and human resource management indexed in Scopus and Web of Science. Their approach demonstrates how systematic literature selection and bibliometric mapping can be combined to identify major research directions and relationships among research themes. Similar methodological approaches can be applied to IHRM to determine how Islamic human resource management has developed within the broader digital transformation literature.

Bibliometric research in Islamic organizational contexts also indicates that the explicit integration of Islamic dimensions into human resource research remains relatively limited. Hariyadi and Aini (2024), through VOSviewer analysis of 258 Scopus-indexed documents concerning human resource management in Islamic hospitals, found that the keyword “Islamic” was not prominent in the research keyword network. This finding suggests that although human resource management is increasingly studied within Islamic institutional settings, the Islamic dimension has not always been explicitly positioned as a central research theme. Therefore, mapping publication trends and keyword relationships is important for determining whether IHRM has developed as a distinct research domain or remains fragmented across broader HRM, Islamic management, and digital transformation studies.

### **Research Gaps and Future Research Agenda in Digital Islamic Human Resource Management**

The existing literature indicates a growing scholarly interest in the intersection of digital technology, human resource management, and Islamic organizational values. Nevertheless, these research streams remain relatively fragmented. Studies of digital HR transformation tend to emphasize technological innovation, organizational capabilities, and employee readiness, whereas studies of Islamic human resource management generally focus more strongly on ethical values, Islamic principles, and organizational behavior. The intersection of these dimensions has not yet been sufficiently mapped and theoretically integrated. A similar pattern can be observed in broader research concerning Islam and digital technology. Wahid (2024) mapped 1,060 Scopus-indexed documents examining the relationship between Islam and digital technology and found a continuing increase in scholarly attention to the topic since the early 2000s. However, the integration of human resource management into this digital Islamic research ecosystem remains limited. This indicates an important research gap concerning how Islamic principles can be incorporated into digital HR practices, including digital recruitment, employee performance management, digital learning and development, employee engagement, artificial intelligence, blockchain, and data-driven decision-making.

Based on these gaps, future research should move beyond merely examining the adoption of technology and investigate how digital technologies can be integrated with Islamic ethical and managerial principles. Future studies could explore digital Islamic leadership, AI-enabled IHRM, employee digital competence, ethical use of employee data, blockchain-based employment contracts, digital performance management, and the role of organizational culture in digital IHRM adoption. Bibliometric mapping can provide an initial foundation for identifying these emerging themes and developing a more coherent research agenda. Thus, a comprehensive mapping of Scopus and SINTA literature can contribute not only to understanding the historical development of IHRM research but also to identifying underexplored topics and establishing directions for future scholarship.

### **C. METHOD**

This study employs a mixed methodological approach combining a systematic literature review (SLR) and bibliometric analysis to quantitatively and thematically map the development of Islamic Human Resource Management in the digital era. Such an integrated approach is commonly used to examine trends in human resource management research, as demonstrated by Mohamed et al. (2024), who combined scientific mapping techniques with performance analysis to evaluate 1,133 Scopus-indexed publications on human resource management practices. This methodological combination was selected because it provides an objective and measurable overview of publication growth, thematic distribution, and conceptual relationships within a particular field of study. The article selection process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, which consists of four main stages: identification, screening, eligibility assessment, and inclusion of articles that meet the established criteria. The identification stage involved searching scholarly documents in the Scopus and SINTA databases (SINTA 1–4), as these databases represent relevant international and national publication standards for research within the Indonesian Islamic context. The retrieved articles were subsequently screened based on the relevance of their titles, abstracts, and keywords, as well as publication year (limited to 2024), document type (journal articles), and language (English and Indonesian). The articles that met these criteria were then established as the primary dataset for analysis.

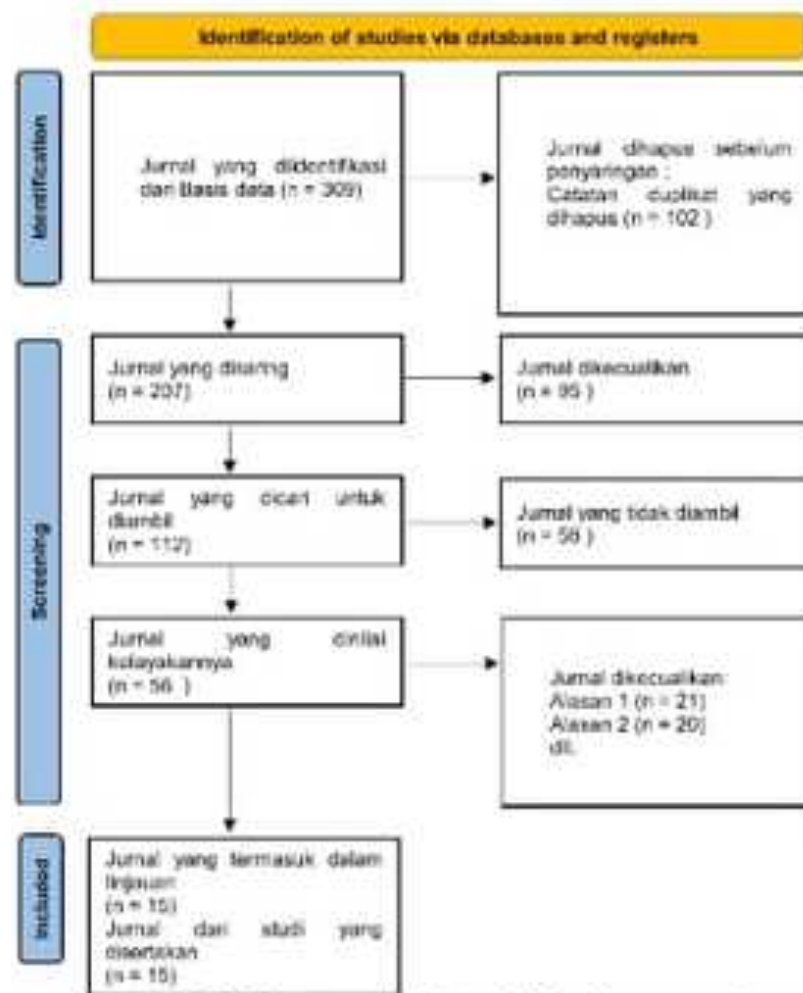
The literature search employed the following combination of keywords: "Islamic Human Resource Management" OR "Manajemen Sumber Daya Insani" AND "digital" OR "digitalization" OR "era digital" OR "digital transformation." The search strategy was adapted to the Boolean search structure of each database. This combination of keywords was intended to identify articles that specifically examine the intersection between Islamic values in human resource management and digital transformation while minimizing the potential inclusion of studies with topics that were either excessively broad or overly narrow. The selected data were subsequently analyzed using VOSviewer and/or Bibliometrix through the Biblioshiny interface to generate bibliometric network visualizations. Arora et al. (2024) explain that this approach is effective for presenting a systematic analysis of research at the intersection of human resource management and digital technology, while also identifying the most productive countries, institutions, journals, and authors in the field.

Following this approach, the present study focuses on six main analytical dimensions: (1) annual publication trends, (2) keyword co-occurrence analysis, (3) thematic cluster mapping, (4) citation analysis and influential documents, (5) identification of dominant and

underexplored research themes, and (6) formulation of research gaps and a future research agenda. All analyses were conducted using a descriptive-exploratory approach without manipulating the data. Therefore, the number of articles, thematic clusters, and citation patterns presented in the findings directly reflect the characteristics of the literature retrieved from the Scopus and SINTA databases. Accordingly, the resulting research mapping is expected to provide an accurate and replicable representation of the position and development of Islamic Human Resource Management within the context of digital transformation, while also providing a foundation for formulating future research directions.

## D. RESULT AND ANALYSIS

The article selection process in this study followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, which consists of four stages: identification, screening, eligibility assessment, and final inclusion. The flow diagram of the article selection process is presented in Figure 1.



**Figure 1.** PRISMA flow diagram of the identification, screening, and inclusion process for studies on Islamic Human Resource Management in the digital era

Based on the flow diagram, the initial search of the Scopus and SINTA databases identified 309 documents. After removing 102 duplicate documents, 207 articles remained and were screened based on the relevance of their titles and abstracts. Of these, 95 articles were

considered irrelevant and excluded. A total of 112 articles proceeded to the full-text retrieval stage; however, 56 articles could not be accessed in full. Consequently, 56 articles underwent an in-depth eligibility assessment. At the final stage, several articles were excluded for specific reasons, including the absence of an explicit discussion of Islamic dimensions and a lack of relevance to the context of digitalization. As a result, 15 articles met all inclusion criteria and were included as the primary data for the analysis.

### Characteristics of the Selected Studies

The 15 selected articles varied in terms of research methods, study sectors, and geographical coverage. A comprehensive synthesis of these studies is presented in Table 1.

**Table 1. Synthesis of previous studies on Islamic Human Resource Management in the digital era meeting the inclusion criteria (n = 15)**

| No . | Author (Year)       | Title                                                                                                                                           | Method                                              | Sample                                                                  | Key Findings                                                                                                                                                                          | Relevance to the Topic                                                                                                                                             |
|------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1    | Udin (2024)         | Ethical Leadership and Employee Performance: The Role of Islamic Work Ethics and Knowledge Sharing                                              | Quantitative; questionnaire survey; SEM (AMOS 24.0) | 196 Muslim employees from three stone-milling companies in Central Java | Ethical leadership significantly influences employee performance, Islamic work ethics, and knowledge sharing; Islamic work ethics and knowledge sharing improve employee performance. | Demonstrates the role of Islamic work ethics as a mediator in human resource management and provides a theoretical basis for linking IHRM to employee performance. |
| 2    | Qasim et al. (2022) | Examining Impact of Islamic Work Ethic on Task Performance: Mediating Effect of Psychological Capital and Moderating Role of Ethical Leadership | Quantitative; three-time-lag questionnaire survey   | 218 employees in the service sector, Pakistan                           | Psychological capital mediates the relationship between Islamic work ethics and task performance, while ethical leadership moderates the relationship between Islamic work ethics and | Strengthens the conceptual framework of Islamic work ethics in psychologically and leadership-oriented human resource development.                                 |

| No . | Author (Year)           | Title                                                                                                                                   | Method                                                             | Sample                                                                                | Key Findings                                                                                                                                                                 | Relevance to the Topic                                                                                                                  |
|------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| 3    | Smadi et al. (2023)     | An Examination of the Mediating Effect of IWE on the Relationship between Job Satisfaction and Job Performance in Arab Work Environment | Quantitative; questionnaire; SPSS 25                               | 299 healthcare workers from 11 emergency departments in Jordan                        | psychological capital.<br>Job satisfaction positively affects IWE and job performance; IWE partially mediates the relationship between job satisfaction and job performance. | Highlights the importance of IWE in the Arab cross-cultural context and is relevant to emerging IHRM research in the healthcare sector. |
| 4    | Setiabudi et al. (2024) | The Impact of Islamic Work Ethic on Employee Performance: The Role of Knowledge-Sharing Behavior in Indonesia's Fast-Food Companies     | Quantitative; PLS-SEM                                              | 132 respondents from fast-food companies in Indonesia                                 | IWE influences employee attitudes and behaviors; IWE has a stronger influence on performance than knowledge-sharing behavior.                                                | Demonstrates the application of IHRM in modern business sectors, including digitally oriented fast-food businesses in Indonesia.        |
| 5    | Ichsan et al. (2023)    | Development of Islamic Human Resource Management in the Digital Era for MSMEs and Cooperatives in Indonesia                             | Descriptive qualitative; training program for implementation study | 1,000 MSME participants supported by the Indonesian Ministry of Cooperatives and SMEs | Development, training, and mentoring based on the values of etqan, ihsan, and al-falah improve MSME business performance through digitalization.                             | Highly relevant because it directly addresses IHRM in the digital era and closely corresponds to the focus of this study.               |
| 6    | Windari et al. (2023)   | Factors Affecting Employee Performance from the                                                                                         | Quantitative; Likert scale; SPSS 25                                | 35 employees of CV. Ono Trans Sejahtera                                               | Wages, work motivation, work discipline, and work environment                                                                                                                | Relevant as a case study of Islamic HRM implementation in a small-                                                                      |

| No . | Author (Year)                   | Title                                                                                                                                                                                                           | Method                                                                      | Sample                                                                            | Key Findings                                                                                                                                                                                                                            | Relevance to the Topic                                                                                                                                          |
|------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7    | Badar et al. (2023)             | Perspective of Islamic Human Resource Management at CV. Ono Trans Sejahtera<br>Does Employee Relations Climate Mediate the Effect of Islamic Work and Ethics on Organizational Performance? Evidence from Qatar | Quantitative; the PLS-SEM; of based on RBV and other-orientation theory     | 239 employees from various sectors in Qatar                                       | have significant positive effects on employee performance, with an R <sup>2</sup> of 93.4%.<br>IWE positively affects organizational performance and employee relations climate; employee relations climate mediates this relationship. | scale Indonesian company.<br>Provides a Middle Eastern perspective on IWE and organizational performance, enriching the cross-country context of IHRM research. |
| 8    | Ardiansyah & Ratnamiasih (2021) | Islamic Work Ethos, Leadership, and Employee Performance                                                                                                                                                        | Quantitative; descriptive-verification; multiple regression and correlation | 57 employees of the Ministry of Religious Affairs in Sukabumi, Indonesia (census) | Islamic work ethics and Islamic leadership substantially influence employee performance, with Islamic leadership having a stronger effect.                                                                                              | Relevant to the context of religiously oriented government institutions in Indonesia.                                                                           |
| 9    | Udin et al. (2022)              | Islamic Work Ethics, Affective Commitment, and Employee's Performance in Family Business: Testing Their Relationships                                                                                           | Quantitative; questionnaire; SEM (AMOS 21)                                  | 147 employees of family businesses in Pati, Batang, Demak, Central Java           | IWE has significant positive relationships with affective commitment and employee performance; affective commitment is also positively related to                                                                                       | Demonstrates the application of IHRM in Indonesian family businesses.                                                                                           |

| No . | Author (Year)           | Title                                                                                                      | Method                                                         | Sample                                                                          | Key Findings                                                                                                                                                                | Relevance to the Topic                                                                                                               |
|------|-------------------------|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 10   | Noer (2022)             | Islamic Work Ethic: The Role of Religious Principles on Working Performance in Higher Education            | Explanatory quantitative; saturated sampling                   | 34 lecturers and academic staff at the Muslim University of Indonesia, Makassar | employee performance. Islamic work ethics positively and significantly influence academic employees' work performance, particularly through aqidah tauhid and al-mujahadah. | Relevant to the context of Islamic values-based higher education institutions.                                                       |
| 11   | Pertiwi et al. (2024)   | Human Capital Drivers to Service Innovation: Evidence from Islamic Banking Indonesia                       | Quantitative; PLS-SEM; based on Maqashid al-Shariah in concept | 225 Islamic banking employees in Indonesia                                      | Leadership, employee engagement, and workforce optimization directly and indirectly influence service innovation.                                                           | Connects Islamic-based human capital with innovation in the Islamic banking sector and supports future directions for IHRM research. |
| 12   | Rokhman & Ahamed (2021) | The Influence of Quality of Work Life and Islamic Work Ethics Towards Job Performance among SMEs' Employee | Quantitative; survey                                           | 354 SME employees in Kudus Regency                                              | Quality of work life and Islamic work ethics have significant positive effects on job performance; quality of work life also influences Islamic work ethics.                | Relevant to the SME sector and strengthens the discussion of IHRM in small and medium-sized enterprises.                             |
| 13   | Suryana (2024)          | Implementation of Islamic Human Resource                                                                   | Qualitative; case study; thematic analysis of                  | Literature on modern Islamic                                                    | Justice, transparency, welfare, ethical/integrity                                                                                                                           | Highly relevant and because it directly                                                                                              |

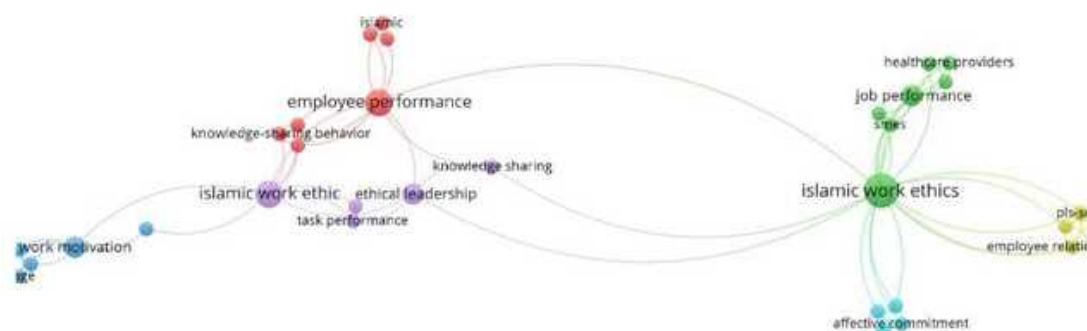
| No . | Author (Year)            | Title                                                                                                                                             | Method                                       | Sample                                               | Key Findings                                                                                                                                                                                                                                                                                                                                                         | Relevance to the Topic                                                                                                                                     |
|------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14   | Rukiah et al. (2023)     | Management in Islamic Boarding Schools: Case Study in Modern Islamic Boarding Schools                                                             | secondary data                               | boarding schools                                     | values are key to successful Islamic HRM implementation ; cultural and technological challenges can be addressed through education and infrastructure investment.                                                                                                                                                                                                    | examines IHRM implementation and the challenges of technological adaptation in the digital era.                                                            |
|      |                          | Key Success Factors Islamic Human Resources in North Sumatera Islamic Banking with Analytical Network Process (ANP)                               | Mixed qualitative-quantitative; ANP approach | Islamic banking sector North Sumatra                 | Key success factors include Highly Sharia-based performance because it assessment, identifies key Sharia-compliant factors for recruitment, Islamic HR in training, and and highlights soft-skill the need for development; curriculum external factors development, include supporting university future curricula and research government directions. regulations. |                                                                                                                                                            |
| 15   | Dianingrum et al. (2024) | The Impact of Job Satisfaction on Employee Performance and the Mediating Effects of Islamic Ethic, Organizational Culture, and Islamic Leadership | Quantitative; purposive of sampling; SEM-PLS | 103 employees from three Islamic banks in Purwokerto | Islamic work ethics, Islamic organizational culture, and Islamic leadership significantly influence job satisfaction; and job satisfaction mediates their effects on the employee banking performance.                                                                                                                                                               | Relevant because it demonstrates the integration of Islamic values, including job ethics, culture, and leadership, into HRM in the Islamic banking sector. |

Overall, the majority of the studies employed quantitative approaches, particularly structural equation modeling (SEM/PLS-SEM), while a smaller proportion used descriptive

qualitative approaches and mixed methods such as the Analytical Network Process (ANP). The studies were published between 2021 and 2024 and covered diverse national contexts, including Indonesia, Pakistan, Jordan, and Qatar. The research also encompassed a range of sectors, including Islamic banking, micro, small, and medium-sized enterprises (MSMEs), higher education institutions, government agencies, and modern Islamic boarding schools.

### Bibliometric Mapping Using VOSviewer

To obtain a visual representation of the intellectual structure of the field, a keyword co-occurrence network analysis was conducted using VOSviewer. The resulting network visualization is presented in Figure 2.



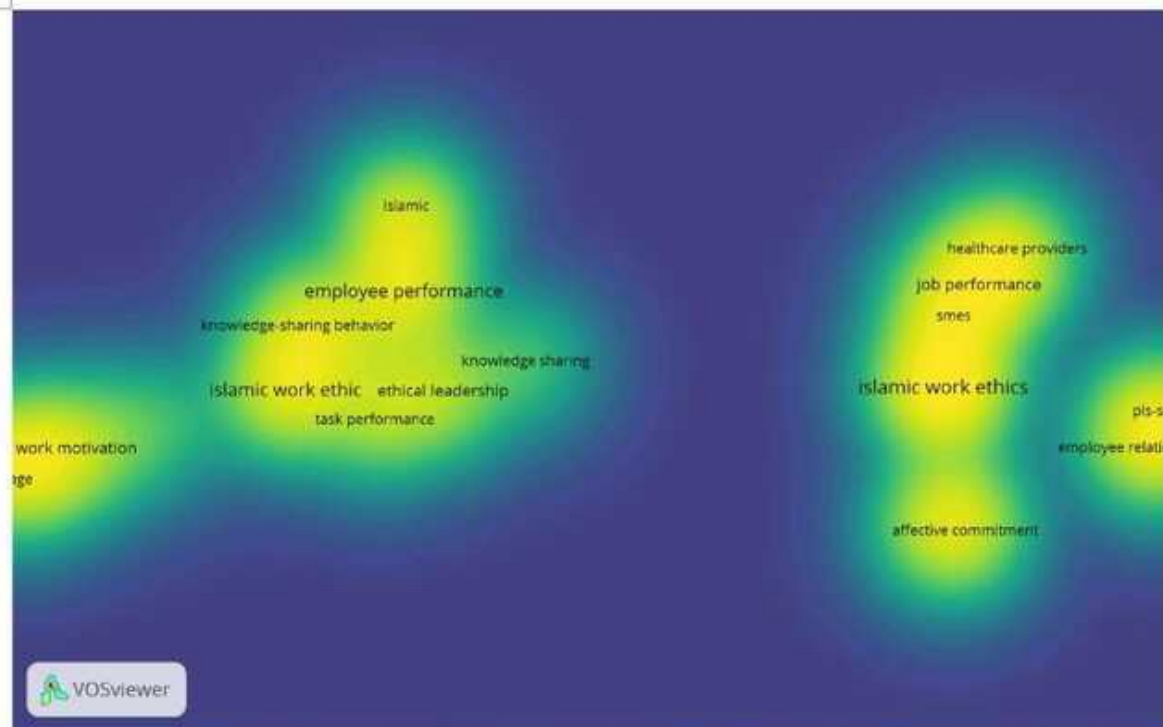
**Figure 2. Network visualization of research keywords related to Islamic Human Resource Management based on VOSviewer analysis**

The visualization reveals four main clusters, distinguished by different colors. The red cluster is centered on the keyword “employee performance,” which is closely connected to “Islamic work ethic” and “knowledge-sharing behavior.” The green cluster is centered on “Islamic work ethics” and overlaps with “job performance,” “SMEs,” and “healthcare providers.” The purple cluster illustrates the relationship between “ethical leadership” and “task performance,” while the blue cluster represents a smaller and relatively isolated node, namely “work motivation.” The development of research themes over time is presented through the overlay visualization in Figure 3.



**Figure 3. Overlay visualization of the development of Islamic Human Resource Management research keywords by publication year, 2021–2024**

The color gradient in the visualization indicates that keywords such as “work motivation” and “ethical leadership” were more prominent in publications from 2021 to 2022. In contrast, keywords such as “knowledge sharing,” “employee relations,” and “PLS-SEM” appeared more frequently in publications from 2023 to 2024. This pattern suggests a gradual shift in both methodological and thematic research emphases over time. Further insight into research concentration is provided through the density visualization presented in Figure 4.



**Figure 4. Density visualization of Islamic Human Resource Management research keywords based on VOSviewer analysis**

The areas with higher yellow intensity indicate the highest concentration of research around the keywords “Islamic work ethics” and “employee performance.” In contrast, the less intense areas surrounding “PLS-SEM” and “employee relations” suggest that these themes have received comparatively less extensive research attention.

## E. DISCUSSION

### Development and Publication Trends in IHRM Research in the Digital Era

The research growth pattern shown in Figure 3 can be further examined through the early studies included in the dataset. In 2021, research generally focused on the direct relationship between Islamic values and individual performance. This is evident in the study by Ardiansyah and Ratnamiasih (2021), which confirmed that Islamic work ethic and Islamic leadership had substantial effects on employee performance within the Ministry of Religious Affairs in Sukabumi. Similarly, Rokhman and Ahamed (2021) demonstrated that quality of work life and Islamic work ethic significantly contributed to employee performance among small and medium-sized enterprises in Kudus Regency. By 2022, the research focus began to shift toward more complex mediation and moderation mechanisms, as demonstrated by Qasim et al. (2022), who identified psychological capital as a mediator in the relationship

between Islamic work ethic and task performance in the service sector in Pakistan. The expansion of research into higher education is also evident in Noer (2022), who examined the role of *aqidah tauhid* and the attitude of *al-mujahadah* in promoting academic performance among academics at an Islamic-based university. These findings address the first research question by confirming that scholarly attention to Islamic Human Resource Management has gradually increased since 2021, although digitalization was not yet an explicit focus during this early phase.

### **Dominant Themes, Keywords, and Research Clusters**

The four clusters identified in Figure 2 can be further interpreted by relating them to the characteristics of individual studies presented in Table 1. The red cluster, centered on “employee performance,” is reflected in the study by Windari et al. (2023), which found that wages, work motivation, discipline, and the work environment significantly influenced employee performance in a small-scale transportation company in Indonesia. The green cluster, which connects “Islamic work ethics” with “job performance” and the healthcare sector, is consistent with the findings of Smadi et al. (2023), who demonstrated that Islamic work ethic partially mediated the relationship between job satisfaction and the performance of healthcare workers across eleven emergency departments in Jordanian hospitals. Cross-national contextual connections within the same cluster are also evident in the study by Badar et al. (2023), which confirmed that employee relationship climate mediated the effect of Islamic work ethic on organizational performance in Qatar.

Meanwhile, the “affective commitment” node located near the green cluster is supported by the findings of Udin et al. (2022), who identified a significant positive relationship between Islamic work ethic, affective commitment, and employee performance in family businesses in Central Java. The purple cluster, linking “ethical leadership” and “knowledge sharing,” corresponds with the findings of Setiabudi et al. (2024), which showed that Islamic work ethic had a stronger influence on employee performance than knowledge-sharing behavior in fast-food companies in Indonesia. The thematic expansion toward service innovation can be observed in the study by Pertiwi et al. (2024), which associated leadership and employee engagement based on *maqashid al-shariah* with service innovation in Islamic banking. Meanwhile, the integration of Islamic organizational culture with job satisfaction was confirmed by Dianingrum et al. (2024) in the context of Islamic banks in Purwokerto. These patterns address the second research question by demonstrating that the dominant themes in the Islamic Human Resource Management literature remain centered on Islamic work ethic, leadership, and individual performance, whereas the intersection with digital technology has not yet emerged as a prominent independent cluster in the bibliometric map.

### **Research Gaps and Future Research Directions**

The imbalance between the relatively substantial volume of research on Islamic work ethic and the limited number of studies explicitly connecting it with digital transformation represents the main research gap identified in this study. Among the fifteen studies analyzed, only Ichsan et al. (2023) directly examined Islamic human resource management in the digital era. Their study demonstrated that value-based development grounded in *etqan*, *ihsan*, and *al-falah* contributed to improving the business performance of MSMEs supported by the Ministry of Cooperatives and SMEs of the Republic of Indonesia through digitalization processes. A similar gap can be observed in infrastructure and human resource readiness. Suryana (2024) documented that cultural and technological challenges in implementing

Islamic human resource management in modern Islamic boarding schools require continuous education and adequate investment in digital infrastructure.

In the Islamic banking sector, Rukiah et al. (2023), using the Analytical Network Process, identified external factors such as university curricula and government regulations as influential factors in human resource readiness. This finding indicates the need for stronger synergy among academia, industry, and regulators in preparing technology-adaptive human resources grounded in Islamic values. Furthermore, Udin (2024), who examined the role of Islamic work ethic and knowledge sharing as mediating variables in the stone-milling industry, demonstrated that knowledge sharing an important component of organizational digital transformation remains relatively underexplored and has not been sufficiently integrated with specific digital technology frameworks. Based on these patterns, the future research agenda can be directed toward three main areas. First, future studies should investigate more deeply the application of emerging digital technologies, such as artificial intelligence, big data, and blockchain, in Islamic human resource management practices. Second, the research context should be expanded to technology-based industries and digital platforms, which remain relatively underrepresented in the existing literature. Third, greater emphasis should be placed on cross-country research to develop comparative perspectives on how Islamic values adapt to the dynamics of digital human resource transformation across different social and cultural contexts.

## **F. CONCLUSION**

This bibliometric study demonstrates that scholarly attention to Islamic Human Resource Management has gradually increased since 2021, although digitalization was not a primary focus during the early stages of research development. Following the PRISMA procedure, an initial search of 309 documents from the Scopus and SINTA databases resulted in 15 articles that met the inclusion criteria and were subjected to further analysis. The VOSviewer mapping identified four interconnected thematic clusters, with Islamic work ethic and employee performance emerging as the most prominent research themes. However, the explicit integration of Islamic values in human resource management with digital technologies remains limited, indicating a substantial research gap at the intersection of these two domains. Based on the identified gaps, future research should pay greater attention to the application of emerging digital technologies, including artificial intelligence, big data analytics, and blockchain, in Sharia-based human resource management practices. The scope of research should also be expanded to technology-oriented organizations and digital platforms, as much of the existing research remains concentrated in conventional sectors such as Islamic banking and educational institutions. In addition, strengthening cross-country research would provide broader comparative insights into how Islamic values adapt to digital transformation across different socio-cultural contexts. Collaboration among academics, Islamic institution practitioners, and policymakers is also important to ensure that research findings can be translated into practical strategies for developing digitally adaptive and value-based Islamic human resource management.

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