Optimizing Human Resource Management (HRM) in Islamic Philanthropic Institutions: A Bibliometric Insight

Kholid [1*], Bagong Suyanto [2], Yetty Dwi Lestari[3]
[1,2,3] Doctoral Programme in Human Resource Development, Graduate School, Universitas Airlangga, Surabaya, Indonesia

Abstract: This study aims to analyze Human Resource Management (HRM) practices in Islamic philanthropic institutions, specifically focusing on zakat and waqf organizations. The research utilizes bibliometric analysis, sourcing data from the Scopus database and employing tools such as Biblioshiny and VOSviewer to map trends, identify gaps, and suggest improvements. The results show a lack of integration between modern HRM practices and Islamic ethical principles, as well as a shortage of empirical studies addressing the impact of HRM on organizational performance. Additionally, there is a lack of longitudinal research exploring long-term impacts, such as employee retention and organizational sustainability. The study recommends adopting strategic talent management, comprehensive employee development programs, and performance management systems that align Islamic values with modern HRM practices. The implications of this research are that these strategies are essential for improving organizational efficiency and sustainability, as well as creating a positive work environment rooted in Islamic ethics. Future research should explore these approaches to develop tailored HRM frameworks for Islamic philanthropic institutions.
Keywords: Human Resource Management, Zakat, Waqf, Islamic Philanthropy, Bibliometric Analysis

INTRODUCTION

Human Resource Management (HRM) plays a crucial role in determining the success and sustainability of an organization. Generally, effective HRM extends beyond mere recruitment and employee retention, encompassing the development of competencies, the creation of a positive work environment, and the sustainable management of performance (Hasan et al., 2019). According to the Resource-Based View (RBV), which posits that a firm's resources, particularly its human capital, are a critical source of competitive advantage (Barney, 2000), the strategic management of HR within Islamic philanthropic institutions can greatly enhance

organizational outcomes. In line with RBV, developing employee competencies through structured training and development programs is essential to ensure that the organization has a workforce capable of adapting to changes and continuously contributing optimally (Bharadwaj, 2023; Núñez-Cacho Utrilla et al., 2023). Moreover, fostering a supportive and positive work environment not only enhances productivity but also increases employee satisfaction and loyalty, which, in turn, can reduce turnover rates (Radu, 2023).

In the context of Islamic HRM, the principles of RBV align closely with Islamic work ethics (IWE), which emphasize accountability, fairness, and collective responsibility. These values are deeply embedded in the operational frameworks of zakat and waqf institutions. Islamic HRM seeks to integrate these ethical principles into the core HR practices such as recruitment, performance management, and compensation (Aminuddin et al., 2020). Under RBV, these institutions must treat their human capital as a unique resource, one that is difficult to replicate due to the moral and ethical dimensions attached to Islamic HR practices. Therefore, effective HRM not only enhances operational efficiency but also aligns employee performance with the institution's ethical and religious obligations (Hasan et al., 2019). This dual focus on organizational performance and adherence to Islamic values represents a key intersection where RBV and Islamic HRM converge to strengthen both operational and moral dimensions within zakat institutions.

In the context of Islamic philanthropic institutions, such as zakat and waqf organizations, the role of HRM becomes even more significant (Hasan et al., 2019). These institutions face unique challenges as they often have to manage limited human resources while maintaining public trust, a cornerstone of their operations. Managing this trust demands HRM practices that are not only efficient and effective but also aligned with Islamic values that underpin the institution's operations. Therefore, HRM in Islamic philanthropic institutions plays a dual role: ensuring operational smoothness and maintaining the integrity and public trust that are foundational to the institution's sustainability (Abu Rumman & Alqudah, 2024; Aminuddin et al., 2020; Kartini et al., 2021). However, there is a notable gap in longitudinal studies that explore the long-term effects of HRM strategies on outcomes such as employee retention and organizational sustainability. To address these challenges and enhance performance, it is critical to adopt strategic talent management, comprehensive employee development programs, and robust performance management systems that align Islamic work ethics with modern HR practices (Mawardi et al., 2023; Noe, 2003).

Islamic philanthropic institutions, such as zakat and waqf organizations, face significant challenges in managing human resources, particularly due to limitations in strategic planning and talent management (Ali, 2010; Hasan et al., 2019; Laallam et al., 2020). Under the lens of RBV, the failure to manage human capital as a strategic asset in these institutions can lead to inefficiencies, poor service delivery, and ultimately a failure to fulfill their philanthropic mission. With budgets often focused on fund distribution rather than organizational infrastructure, including

HRM, these institutions struggle to attract and retain high-quality talent, which is crucial for effective and efficient operations. Additionally, the lack of systematic training and development programs for existing staff, who often come from diverse educational backgrounds, can lead to low productivity and operational inefficiency (Ballesteros et al., 2011; Bharadwaj, 2023; Toumi & Su, 2022). To align with RBV, future strategies should focus on building HR systems that not only recruit and retain talent but also develop human capital as a strategic resource that drives organizational sustainability and performance.

Employee retention poses another serious issue, as many workers in these institutions face heavy workloads without commensurate compensation, resulting in high turnover rates (Chaudhary & Sharma, 2024). This turnover disrupts service continuity and leads to the loss of vital institutional knowledge, indicating deeper problems within the work environment that may not support long-term employee retention. Furthermore, many zakat and waqf institutions lack effective performance evaluation systems, which hampers their ability to assess and motivate employees, ultimately affecting organizational outcomes (Mustari et al., 2024; Ninglasari et al., 2023)/ Under RBV, such inefficiencies represent a missed opportunity to leverage human capital effectively. Addressing these issues requires strategic adoption of HR practices that incorporate comprehensive employee development programs, continuous feedback mechanisms, and long-term incentives that are consistent with Islamic work ethics, which can help retain talent and ensure sustainable organizational growth.

Despite growing academic interest in HRM within Islamic philanthropic institutions, research remains limited, often neglecting HRM in favor of financial and operational aspects. Current studies typically focus on specific HRM elements, like recruitment or training, without comprehensively addressing retention, development, and performance evaluation (Chaudhary & Sharma, 2024; Hasan et al., 2019). Moreover, research is often qualitative with small sample sizes, limiting generalizability. There is a pressing need for more empirical, quantitative, and longitudinal studies to better understand HRM practices in these institutions over time, taking into account the unique cultural and religious contexts that influence HRM implementation (Anwar & Abdullah, 2021; Ballesteros et al., 2011; Boon et al., 2019; Voigt & von der Oelsnitz, 2024; Wilkinson & Johnstone, 2016).

This study aims to map the research trends related to Human Resource Management (HRM) within Islamic philanthropic institutions, particularly focusing on zakat and waqf organizations using bibliometric analysis. The justification for using bibliometric analysis lies in its effectiveness in identifying research trends, gaps, and patterns over time (Aria & Cuccurullo, 2017). This method is particularly suited for revealing which topics have been extensively studied and which areas have received less attention. Additionally, bibliometric analysis allows for the mapping of influential authors, institutions, and publications within the HRM domain, offering valuable insights into the development of the field (Donthu et al., 2021). In the context of HRM in Islamic philanthropic institutions, where research may be

scattered across various disciplines, bibliometric analysis helps to consolidate and synthesize the existing knowledge, making it an ideal method for achieving the study's objectives of mapping trends, identifying gaps, and developing actionable recommendations (Lim et al., 2024; Pritchard, 1969).

To achieve this, the study seeks to answer the following research questions: 1) What are the current research trends in HRM within these institutions? 2) What gaps exist in the current literature? 3) How can HRM practices be optimized in Islamic Philanthropic institutions to enhance their organizational performance? By employing bibliometric analysis, the research will systematically and quantitatively analyze a vast amount of academic literature, providing a comprehensive overview of how HRM has been studied in these contexts and identifying underexplored areas that require further exploration (Anwar & Abdullah, 2021; Hasan et al., 2019). The ultimate goal of this study is to develop practical recommendations that can be implemented by zakat and waqf institutions to address the main challenges in human resource management. These recommendations, grounded in the findings from the bibliometric analysis, are designed to help these institutions overcome HRM-related challenges and enhance their overall organizational performance.

This research will make a significant contribution to the HRM literature, particularly in the context of Islamic philanthropic institutions. By highlighting underexplored issues, this study seeks to enrich academic understanding of effective HRM practices in zakat and waqf organizations and to encourage further studies on areas identified as gaps in the literature (Donthu et al., 2021; Zupic & Čater, 2015). The practical implications are equally important: the recommendations generated by this study will offer concrete solutions for optimizing HRM practices in these institutions. By implementing these recommendations, zakat and waqf organizations are expected to improve their efficiency, effectiveness, and operational sustainability, thereby enhancing the social impact of their philanthropic activities (Sawmar & Mohammed, 2021; Syakir et al., 2021).

METHOD
The methodology for this study involves a comprehensive bibliometric analysis aimed at systematically examining the existing literature on Human Resource Management (HRM) within Islamic philanthropic institutions, specifically focusing on zakat and waqf. Bibliometric analysis is a quantitative research method that provides a structured approach to analyzing scientific literature, enabling the identification of research trends, influential authors, and key topics within a specific field. This method is particularly effective for mapping the development of HRM practices in Islamic philanthropic institutions and identifying gaps in the current research landscape (Donthu et al., 2021; Lim et al., 2024)

Data for this study was sourced from the Scopus database, known for its extensive coverage of peer-reviewed academic literature across various disciplines. The initial search, utilizing specific keywords related to Human Resource Management

(HRM) and Islamic philanthropy, resulted in 318 documents. These documents represent a broad spectrum of studies, reflecting the diversity and depth of research in this area. To ensure that the dataset was both relevant and of high quality, a thorough inclusion and exclusion process was employed. The inclusion criteria focused on selecting documents that directly addressed core themes such as HRM, zakat, waqf, and Islamic philanthropy. Additionally, to maintain consistency in the analysis, only documents published in English were considered, as this language is dominant in international scholarly communication (Aghaei et al., 2013).

The exclusion process was crucial in refining the dataset to ensure it remained focused on relevant literature. Articles that fell under subject areas unrelated to the core themes of HRM in Islamic philanthropic institutions, such as "Biochemistry, Genetics and Molecular Biology," "Engineering," or "Computer Science," were excluded, as their primary focus did not align with HRM practices or Islamic philanthropy. Documents that contained keywords unrelated to the study's focus were also excluded. Documents containing keywords that did not align with the study's focus, such as those primarily discussing HRM in non-profit contexts without specific reference to Islamic principles or those focusing on unrelated sectors like Islamic banking or general finance, were also excluded. This step ensured that only studies directly relevant to HRM practices within zakat and waqf contexts were retained. Further exclusions were made for documents not published in English or those lacking peer review, such as editorials, opinion pieces, and non-peer-reviewed conference papers. This selective approach helped maintain a high standard of academic rigor and relevance in the dataset. After applying these exclusion criteria, the dataset was refined to 151 documents that were considered suitable for detailed analysis.

The bibliometric analysis was conducted using a combination of tools, including Publish or Perish (PoP), VOSviewer, and Biblioshiny. Publish or Perish was used to retrieve citation data from Scopus, helping to identify the most cited documents and influential authors in the field (Aria & Cuccurullo, 2017; Harzing, 2010). VOSviewer was utilized to create visual maps of the bibliometric data, such as co-citation networks, keyword co-occurrence, and author collaboration networks, providing a clear visualization of the relationships and trends within the literature (Joseph et al., 2024; Lim et al., 2024). Biblioshiny, an R-based interface, was employed for advanced bibliometric analysis, allowing for detailed exploration of research trends and the thematic evolution of the field over time (Aria & Cuccurullo, 2017).

Figure 1. Research Protocol
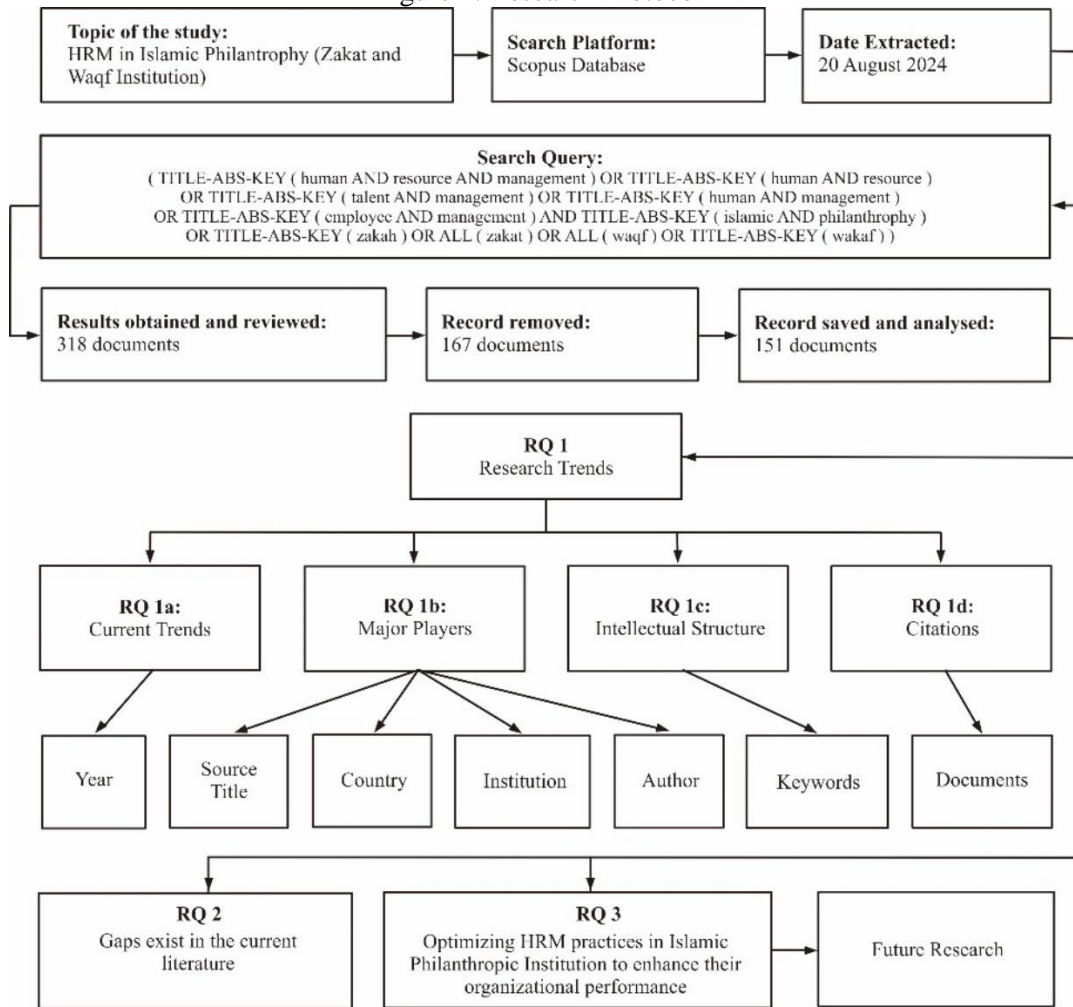
The analysis proceeded through several key steps. Initially, the 151 selected documents were exported from Scopus, including their metadata such as authors, titles, abstracts, keywords, and citation counts. The dataset was then cleaned to remove any duplicates or irrelevant entries, although none were found in this dataset. Following this, citation analysis was conducted using Publish or Perish to identify the most influential papers, authors, and journals. Co-citation and co-occurrence analyses were then performed using VOSviewer, generating co-citation maps to reveal relationships between frequently cited papers and creating keyword co-occurrence networks to identify the main themes and topics in the literature (Joseph et al., 2024; Lim et al., 2024). Finally, Biblioshiny was used to examine how research topics have evolved over time, highlighting emerging trends and underexplored areas in HRM within Islamic philanthropic institutions (Wahyuni & Wulandari, 2024).

RESULTS AND DISCUSSION
Document Analysis
The bibliometric analysis of 151 documents on Human Resource Management (HRM) within Islamic philanthropic contexts reveals a diverse range of subject areas, document types, and source types. The majority of the research falls within Social Sciences (49.0%), Business, Management and Accounting (44.4%), and Economics, Econometrics and Finance (38.4%), indicating a strong interdisciplinary interest in HRM practices in zakat and waqf institutions. Most documents are journal articles (74.2%), reflecting a preference for peer-reviewed research outputs, while book chapters and books account for 14.6% and 9.9% respectively, suggesting a substantial contribution from academic books as well. Conference papers are relatively rare (1.3%), highlighting less emphasis on preliminary or in-progress research. Additionally, the dominance of journal sources (74.2%) over books (21.2%) and conference proceedings (1.3%) further underscores the importance of established, peer-reviewed scholarship in this field, suggesting that the research community highly values rigorous, peer-reviewed contributions to advance the understanding of HRM in Islamic philanthropic settings.

Table 2. Subject Area Distribution

Subject Area	Number of Documents	Percentage (%)
Social Sciences	74	49.00%
Business, Management and Accounting	67	44.40%
Economics, Econometrics and Finance	58	38.40%
Arts and Humanities	41	27.20%
Decision Sciences	9	6.00%
Multidisciplinary	8	5.30%
Total	151	100%

Table 3. Document Type Distribution

Document Type	Number of Documents	Percentage (%)
Article	112	74.20%
Book Chapter	22	14.60%
Book	15	9.90%
Conference Paper	2	1.30%
Total	151	100%

Table 4. Source Type Distribution

Source Type	Number of Documents	Percentage (%)
Journal	112	74.20%
Book	32	21.20%
Book Series	5	3.30%

Conference Proceeding	2	1.30%
Total	151	100%

Evolution of Publication Trends

The bibliometric data from 2006 to 2024 provides a detailed picture of the research trends in Human Resource Management (HRM) within Islamic philanthropic contexts, specifically focusing on zakat and waqf institutions. The dataset comprises 151 documents from 117 sources, demonstrating a wide-ranging scholarly interest. The period from 2006 to 2024 marks a significant growth in publication output, reflected in an impressive annual growth rate of 16.65%. The research field shows strong collaboration trends, with an average of 2.99 co-authors per document and 24.5% international co-authorship, indicating substantial cross-border academic cooperation. The average age of the documents is relatively young at 3.79 years, suggesting that the field is both current and continuously evolving, with a modest average citation rate of 5.477 per document. This relatively low citation rate could indicate that many publications are recent and have not yet accumulated a significant number of citations.

Analyzing the trend data further, the highest number of documents was published in 2023, accounting for 20.53% of the total, reflecting a peak in academic interest. However, the highest average citations per article (MeanTCperArt) were recorded earlier, in 2015, with an average of 23 citations per article, suggesting that studies published around this time introduced influential concepts that have shaped subsequent research. The citation trends indicate that while the number of publications has steadily increased, the impact in terms of citations has been more distributed over time, with earlier works continuing to garner citations. The trend also shows that recent publications (2021-2024) are still accumulating citations, which is typical as they are relatively new. This pattern reflects a dynamic research landscape with growing academic engagement in HRM practices within Islamic philanthropy, driven by both foundational and emerging studies.
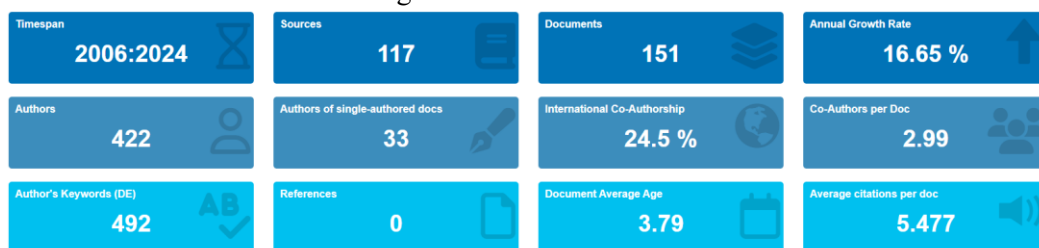
Figure 2. Main Information

Table 4. Years and the impact of publications

Year	Document	%	MeanTCperArt	MeanTCperYear	CitableYears
2006	1	0.662	16.00	0.84	19
2008	1	0.662	9.00	0.53	17
2009	1	0.662	13.00	0.81	16
2011	1	0.662	1.00	0.07	14

2012	2	1.325	7.00	0.54	13
2013	2	1.325	12.50	1.04	12
2014	5	3.311	18.20	1.65	11
2015	7	4.636	23.00	2.30	10
2016	4	2.649	2.50	0.28	9
2017	6	3.974	12.17	1.52	8
2018	2	1.325	3.00	0.43	7
2019	13	8.609	5.00	0.83	6
2020	16	10.6	2.94	0.59	5
2021	19	12.58	4.26	1.06	4
2022	24	15.89	4.33	1.44	3
2023	31	20.53	2.97	1.49	2
2024	16	10.6	1.19	1.19	1

Figure 3. Citation Trend
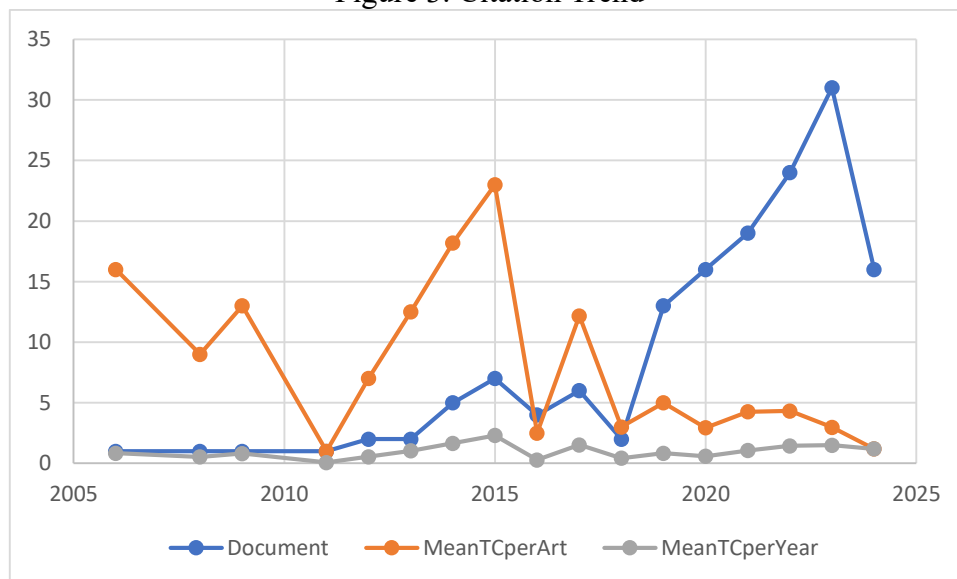
Scientific Contributions and Influential Entities (Major Player)

The bibliometric analysis reveals several key insights into the most influential works, authors, affiliations, and countries contributing to the field of Human Resource Management (HRM) within Islamic philanthropic institutions, specifically zakat and waqf organizations. The most cited title sources highlight significant contributions, such as "Integrating zakat, waqf and Islamic microfinance for poverty alleviation: Three models of Islamic micro venture capital" (DOI: 10.1108/IMEFM-03-2014-0029) and "Waqf-based social micro venture fund: A proposal for the Malay-Muslim community in Singapore" (DOI: 10.1108/H-03-2017-0041). These studies are pivotal in illustrating how traditional Islamic financial principles, like zakat and waqf, can be innovatively integrated into modern financial systems to alleviate poverty and support economic development. The high citation counts of these articles reflect their impact in guiding the discourse on

leveraging Islamic philanthropy to achieve broader socio-economic objectives. This trend suggests a growing scholarly interest in combining Islamic financial instruments with contemporary management practices to enhance organizational efficiency and social impact within these institutions.

The analysis of the most Citable authors underscores the prominence of key figures like Mohammed Mohammed and Sri Herianingrum, who have contributed significantly to the body of knowledge on HRM in Islamic contexts. These authors are frequently cited for their work on optimizing the use of Islamic philanthropic resources, focusing on sustainable development, economic empowerment, and integrating Islamic ethical values with modern HRM practices. Their influence in the field is reflected in their high citation rates, indicating that their research has set foundational principles and frameworks that other scholars continue to build upon. This highlights the critical role these authors play in advancing understanding of how Islamic philanthropic institutions can manage human resources effectively while adhering to religious and ethical standards.

In terms of institutional contributions, the most Citable affiliations include prominent universities such as Universitas Airlangga, University of Malaya, and Universiti Teknologi MARA. These institutions are leading research hubs in the field, reflecting their strategic focus on Islamic studies and management sciences. The concentration of influential research in these institutions suggests a strong regional commitment, particularly in Southeast Asia, to exploring and enhancing HRM practices within Islamic philanthropic frameworks. The analysis of the most Citable countries further supports this observation, with Indonesia and Malaysia being the top contributors. This geographic concentration indicates a significant academic interest in optimizing zakat and waqf management practices within countries that have a strong tradition of Islamic philanthropy. These countries' leadership in the field underscores their role as central hubs for research and innovation in integrating Islamic values with modern HRM strategies, suggesting opportunities for cross-regional collaborations and knowledge exchange to further enhance the performance and impact of zakat and waqf institutions globally.

Table 5. Most CIted Title Source

Title and DOI	TC	TC/Y	NTC
Integrating zakat, waqf and Islamic microfinance for poverty alleviation: Three models of Islamic micro venture capital DOI: 10.1108/IMEFM-03-2014-0029	68	6.8	2.96
Waqf-based social micro venture fund: A proposal for the Malay-Muslim community in Singapore DOI: 10.1108/H-03-2017-0041	32	4	2.63
Waqf and sustainable economic development: the case of a Waqf-based social enterprise in Malaysia DOI: 10.1108/IJIF-10-2017-0036	24	4	4.8
The role of zakat in poverty alleviation in Pakistan DOI: 10.5267/j.dsl.2014.2.003	20	1.82	1.1

|			
The Role of Zakat in Improving the Economic Status of Beneficiaries in Jordan DOI: 10.5829/idosi.mejsr.2014.19.2.12565	19	1.73	1.04
The Role of Zakat in Establishment of a Model for Islamic Micro Finance DOI: 10.5829/idosi.mejsr.2013.16.03.11092	15	1.25	1.2
Determinants of cash waqf contribution in Klang Valley and Selangor: A SEM approach DOI: 10.1108/IJIF-12-2018-0138	14	2.33	2.8
Waqf institutions in Malaysia: a systematic literature review and a research agenda DOI: 10.1108/JIABR-02-2022-0045	11	5.5	3.71
Optimalisasi Pengelolaan Zakat Melalui Digitalisasi Sistem Informasi Manajemen DOI: 10.31958/juris.v22i1.6562	8	4	2.7
Factors influencing the intention to pay zakat on cryptocurrency: an extended theory of planned behavior DOI: 10.1108/IJOES-05-2022-0091	7	7	5.89
Optimalisasi Pengelolaan Zakat Melalui Digitalisasi Sistem Informasi Manajemen DOI: 10.31958/juris.v22i1.6562	8	4	2.7
Optimalisasi Pengelolaan Zakat pada Badan Amil Zakat Daerah DOI: 10.29240/jhi.v7i1.4462	5	1.67	1.15
Zakat compliance behavior: a critical review and a proposed model DOI: 10.1108/IJOES-12-2021-0218	5	1.67	1.15

/

Figure 4. Most Citable Author
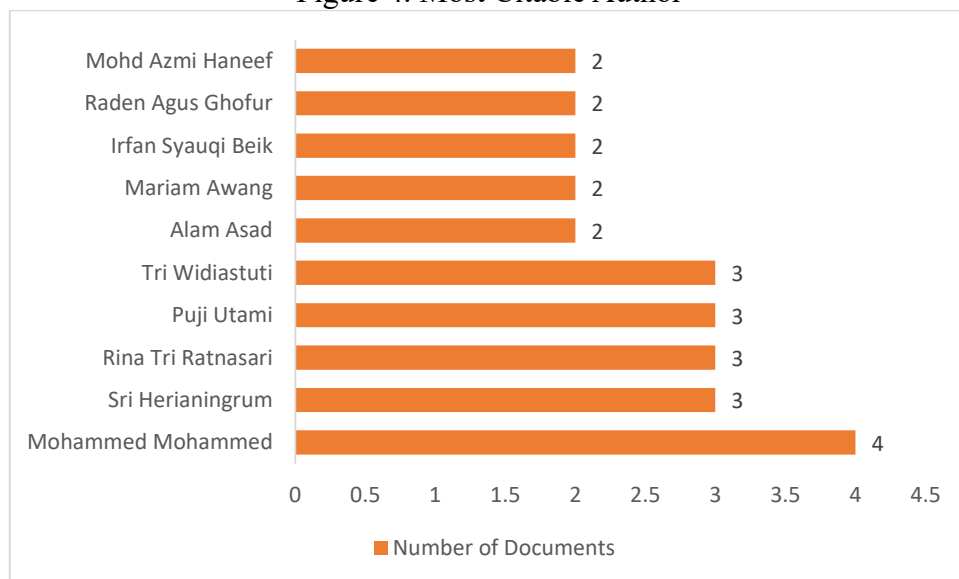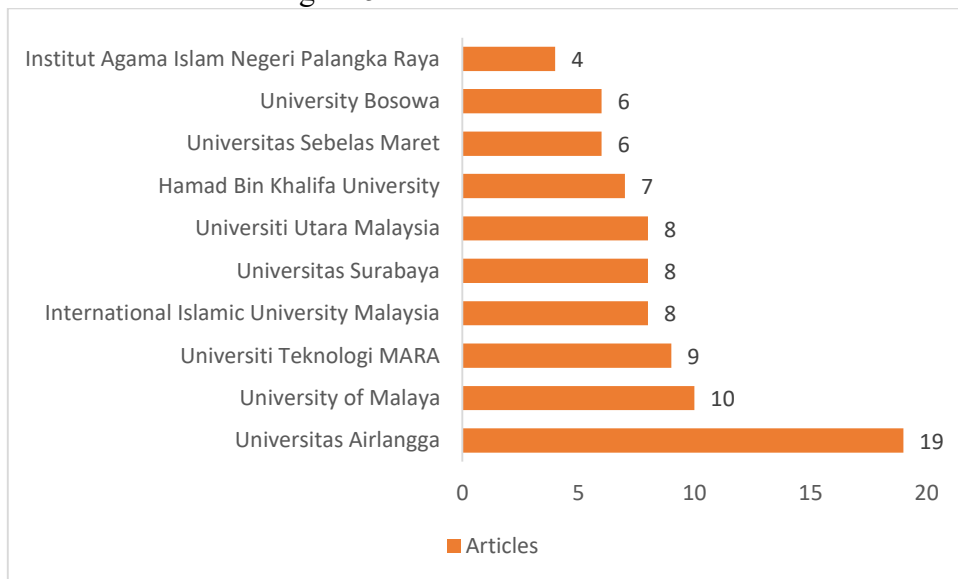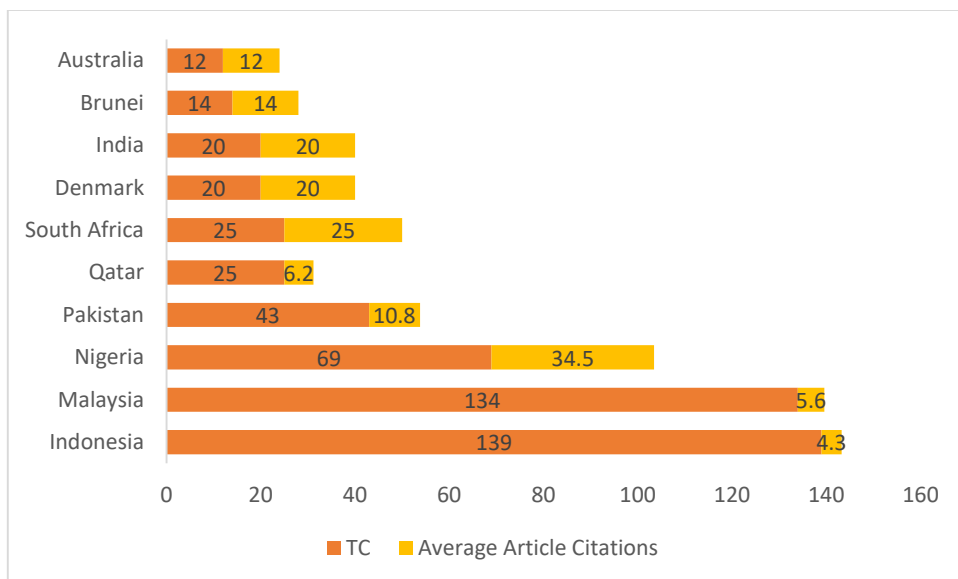
Figure 5. Most Citable Affiliation

Figure 5. Most Citable Country

Keyword Analysis

The analysis of the VOSviewer visualizations—network, overlay, and density—provides comprehensive insights into the thematic relationships and trends in research on Human Resource Management (HRM) within zakat and waqf institutions. These visualizations help understand how various topics are interconnected and how they have evolved, offering valuable guidance for optimizing HRM practices to enhance the performance of these Islamic philanthropic organizations.

The network visualization reveals a complex web of interconnected themes, with "zakat," "waqf," "human capital," "poverty," and "sustainable development goals" emerging as central nodes. This interconnectedness suggests that research on zakat and waqf is increasingly focusing on broader developmental outcomes, such as poverty alleviation and sustainable development, which are fundamentally linked to effective HRM practices. The close proximity of terms like "human capital," "organizational performance," and "economic development" further emphasizes the critical role of HRM in achieving these objectives. This suggests that successful zakat and waqf institutions are those that effectively integrate human resource strategies with their broader organizational goals, such as enhancing economic empowerment and achieving social equity (Wahab & Rahman, 2011; Zakiy et al., 2023), Moreover, the presence of terms such as "corporate governance" and "performance" indicates that there is a significant focus on governance structures and performance metrics within these organizations, highlighting the need for robust HRM frameworks that support both efficiency and ethical compliance.

The overlay visualization provides additional layers of insight by illustrating the temporal evolution of research themes. Newer terms like "COVID-19," "corporate governance," and "circular economy" appearing in recent years demonstrate the adaptive challenges and evolving priorities within zakat and waqf institutions. This evolution points to a growing awareness of the need to align traditional Islamic philanthropic practices with contemporary global trends and challenges. For instance, the emphasis on "corporate governance" reflects an increasing integration of modern management practices with traditional Islamic principles, which necessitates an adaptation in HRM strategies. Such adaptation might include the incorporation of digital tools for remote workforce management, flexible HR policies to respond to crises, and enhanced training programs to build resilience and adaptability among employees (Caligiuri et al., 2020). This shift towards a more dynamic and responsive HRM approach aligns with the broader organizational need to maintain operational continuity and effectiveness amidst external shocks and changes.

Finally, the density visualization further reinforces these insights by highlighting the intensity of research focus on certain themes. Central terms such as "zakat," "waqf," "human capital," and "sustainable development goals" have a higher density, indicating that these are well-researched and critical areas within the literature. The prominence of "human capital" and related terms like "development" and "empowerment" underscores the importance of investing in the workforce as a key driver of organizational success. Effective HRM in zakat and waqf institutions thus goes beyond traditional administrative functions; it is about strategically managing human resources to enhance both organizational performance and social impact. This is particularly important given the dual mandate of these institutions to operate efficiently while also fulfilling their social and religious responsibilities (Hasan et al., 2019; Wahab & Rahman, 2011). The density of terms related to ethical finance, governance, and sustainable development further suggests that a value-driven approach to HRM, which integrates Islamic ethical principles with

contemporary management practices, can significantly enhance the effectiveness and sustainability of zakat and waqf organizations.

In conclusion, these visualizations from VOSviewer provide a roadmap for zakat and waqf institutions to optimize their HRM practices. By focusing on developing human capital, aligning HR strategies with broader organizational goals, and integrating Islamic values with modern management practices, these institutions can enhance their performance and fulfill their dual mandate of social equity and economic development. This strategic approach to HRM, as evidenced by the current trends and themes in the literature, is crucial for sustaining the relevance and impact of zakat and waqf organizations in the contemporary world (Rubbab et al., 2024).

Figure 6. Network-Overlay-Density Visualization

The result of the article contains the data analysis written descriptively using Times New Roman 12. Tables and figures in each article is three (3) at most, B&W, not

colorful. Discussion presents each of the findings compared to relevant theories or previous studies, actual facts, comments, and reasonable analysis from researchers. The utilization of sub-chapter in discussion corresponds to the needs of discussion.

Discussion

RQ1. Current Research Trends in HRM within Islamic Philanthropic Institutions

Based on the analysis of the current trends in HRM within Islamic philanthropic institutions such as zakat and waqf, the key focus areas have been on recruitment, training and development, performance management, and employee retention. The integration of modern HR practices with Islamic ethical principles is a growing trend, as these institutions aim to balance operational efficiency with their religious and social mandates. Studies highlight the importance of aligning HRM strategies with the unique goals of zakat institutions, particularly in the development of human capital and the management of performance to enhance organizational outcomes (Hasan et al., 2019; Wahab & Rahman, 2011).

Recent literature shows a growing emphasis on the role of Islamic work ethics in shaping HR practices, particularly in fostering organizational commitment and job satisfaction. This trend reflects a broader movement towards integrating Islamic values with contemporary HRM models to optimize both employee motivation and institutional performance. In addition, the focus on creating supportive work environments has become a significant aspect of HRM in these institutions, aimed at reducing employee turnover and improving retention rates (Anuar et al., 2019).

Performance management has also emerged as a critical area of focus, with zakat institutions increasingly aware of the need for effective performance metrics that align with Shariah governance. This trend underscores the move towards more structured and transparent systems of performance evaluation, which are essential for improving both accountability and organizational effectiveness(Zakiy et al., 2023). Furthermore, the adoption of training programs that address the specific needs of employees in zakat institutions, particularly in areas such as financial literacy and Islamic jurisprudence, is gaining momentum as a way to close skills gaps and enhance institutional capacity (Aminuddin et al., 2020).

In addition to these areas, there is an emerging trend of strategic talent management within Islamic institutions, which emphasizes not only recruitment but also the long-term development of employees. This includes mentoring, continuous professional development, and the creation of career pathways that align with both organizational goals and Islamic values. The trend towards creating sustainable career progression opportunities aims to increase employee engagement, reduce turnover, and ensure the retention of key talent within zakat institutions. Such practices are crucial for building a highly skilled and committed workforce, ensuring both the short-term effectiveness and long-term sustainability of these institutions. This shift towards a more strategic and comprehensive approach to HRM marks a significant development in the field, indicating a growing recognition

of the importance of human capital in achieving organizational success within Islamic philanthropic frameworks.

RQ2. Identifying Gaps in the Current Literature on HRM in Islamic Philantrophc Institution

Despite the growing body of literature on HRM in Islamic philanthropic institutions, significant gaps remain, particularly in the lack of longitudinal studies that explore the long-term impact of HRM strategies on organizational outcomes. Most existing research focuses on short-term results such as recruitment success and immediate employee satisfaction without examining how these strategies affect employee retention, organizational performance, and sustainability over time (Aminuddin et al., 2020; Hasan et al., 2019). Given the reliance of zakat and waqf institutions on long-term commitment and organizational knowledge retention, understanding the lasting effects of HRM practices is crucial for ensuring their sustainability.

Another gap in the literature is the insufficient integration of Islamic work ethics into HRM practices across all aspects of employee management. While Islamic work ethics have been shown to improve job satisfaction and organizational commitment, there is limited research on how these ethical frameworks specifically influence outcomes like employee retention, leadership development, and performance evaluation within Islamic philanthropic organizations (Anwar & Abdullah, 2021; Murtaza et al., 2014). More rigorous application of theoretical models, such as the Resource-Based View (RBV), could provide deeper insights into how Islamic values can serve as unique resources for competitive advantage and sustainable HRM practices.

Strategic talent management is another under-explored area. While recruitment and training are widely studied, research on long-term strategies for employee engagement, mentorship, and career development within Islamic institutions is lacking (Chaudhary & Sharma, 2024). Effective talent management is crucial for retaining top talent and ensuring continuity in achieving institutional goals. However, current literature rarely addresses how Islamic institutions can create sustainable career pathways that align with both organizational and ethical objectives, leaving a gap in understanding how to nurture and retain talent effectively over time (Laallam et al., 2020).

Finally, the literature lacks a comprehensive examination of the role of modern technology and performance management systems in Islamic institutions. While some studies mention challenges in implementing performance metrics, there is limited discussion on how digital tools and data analytics could enhance HRM efficiency and accountability (Hamilton & Sodeman, 2020; Patil & Priya, 2024). Furthermore, many studies rely on small-scale, qualitative research, limiting generalizability. Larger, empirical studies are needed to offer more robust evidence on best practices in HRM within Islamic philanthropic institutions, providing data-

driven insights to optimize HR strategies for long-term success (Donthu et al., 2021).

RQ3. Optimizing HRM Practices in Islamic Philanthtropic Institutions to Enhance Organizational Performance

To enhance organizational performance in Islamic philanthropic institutions like zakat and waqf organizations, a comprehensive strategy that integrates modern HR practices with Islamic principles is essential. One of the key strategies involves strategic talent management and recruitment. Given the competitive labor market and the unique ethical framework within these institutions, it is critical to adopt a strategic approach to attracting and retaining skilled personnel. Developing clear job descriptions, career paths aligned with organizational goals, and Islamic values are vital to ensure that employees understand their role and the opportunities for growth. Offering competitive compensation packages and benefits, along with fostering a purpose-driven work environment, is also necessary to reduce turnover rates and enhance organizational sustainability (Chaudhary & Sharma, 2024; Laallam et al., 2020).

Table 6. HRM Strategies for Enhancing Performance in Islamic Philanthropic Institution

HRM Strategy	Key Recommendations	References
Strategic Talent Management and Recruitment	• Strategic planning to attract and retain skilled personnel. • Develop clear job descriptions and career paths aligning with organizational goals and Islamic principles. • Offer competitive compensation packages and benefits to reduce turnover rates.	(Chaudhary & Sharma, 2024; Laallam et al., 2020)
Employee Development and Training Programs	• Continuous training programs to enhance competencies and adapt to organizational needs. • Include training on Islamic jurisprudence, ethical finance, and social impact measurement. • Partner with academic institutions and use online platforms for cost-effective training.	(Bharadwaj, 2023; Hasan et al., 2019)
Performance Management and Evaluation Systems	• Develop performance evaluation frameworks integrating Islamic work ethics and modern HR practices. • Implement feedback systems and performance appraisals for motivation and improvement. • Establish performance metrics aligning with efficiency and Islamic values.	(Alam et al., 2021; Mustari et al., 2024)
Fostering a Positive and	• Create a culture supporting collaboration, transparency, and Islamic ethical standards.	(Aminuddin et al., 2020; Radu, 2023)

Ethical Work Environment	• Encourage open communication and employee involvement in decision-making. • Implement policies promoting work-life balance, psychological well-being, and ethical behavior.	
Leveraging Technology and Digital Tools in HRM	• Adopt digital tools for HR management (e.g., automated payroll systems, digital performance tracking, e-learning platforms). • Use technology to enhance transparency, efficiency, and communication. • Promote digital transformation aligning with Islamic principles and modern practices.	(Hasan et al., 2019; Wahab & Rahman, 2011; Wahdaniah et al., 2023)

Strategic talent management and recruitment is fundamental for ensuring the long-term sustainability of zakat and waqf institutions. By developing job descriptions and career paths that align with Islamic values, institutions can create clear growth opportunities for employees, thus fostering greater commitment and reducing turnover. Competitive compensation, combined with a strong sense of mission, can help attract and retain top talent in the sector (Chaudhary & Sharma, 2024). In addition to talent management, employee development and training programs are critical for adapting to the evolving needs of the organization. Continuous training programs focusing on areas such as Islamic jurisprudence, ethical finance, and social impact measurement will enhance employees' competencies and ensure they are equipped to meet the unique demands of Islamic philanthropic institutions (Bharadwaj, 2023). Partnering with academic institutions and utilizing online learning platforms can provide cost-effective and scalable solutions for staff development.

Performance management and evaluation systems must be designed to integrate both Islamic work ethics and modern HR practices. These systems should include regular feedback mechanisms, performance appraisals, and metrics that not only evaluate operational efficiency but also reflect adherence to Islamic values such as integrity, responsibility, and transparency (Alam et al., 2021). Establishing such systems will motivate employees and drive continuous improvement while maintaining alignment with the ethical foundations of the organization. Fostering a positive and ethical work environment is another key component of optimizing HRM practices. Creating a workplace culture that promotes collaboration, transparency, and adherence to Islamic ethical standards will enhance employee satisfaction and overall organizational performance. Encouraging open communication and implementing policies that support work-life balance, psychological well-being, and ethical behavior can significantly improve employee engagement and retention (Aminuddin et al., 2020; Radu, 2023).

Finally, leveraging technology and digital tools in HRM is essential for enhancing efficiency and transparency in Islamic institutions. Digital tools such as automated payroll systems, digital performance tracking, and e-learning platforms can streamline HR processes and improve communication within the organization. Technology also facilitates greater transparency and accountability, aligning with the values of Islamic institutions while ensuring operational effectiveness (Hasan et al., 2019; Wahab & Rahman, 2011). Embracing digital transformation in HRM will not only improve operational efficiency but also strengthen the ethical governance of these institutions. In conclusion, by adopting these strategies—strategic talent management, continuous employee development, ethical performance management, fostering positive work environments, and leveraging technology— Islamic philanthropic institutions can significantly enhance their organizational performance while remaining true to their ethical and religious mandates. These concrete actions provide a roadmap for HR managers and institutional leaders to wqoptimize their HRM practices and ensure long-term sustainability.

Future Research Recommendations
The bibliometric analysis of Human Resource Management (HRM) within Islamic philanthropic institutions, particularly zakat and waqf organizations, has identified several gaps in the current literature. Addressing these gaps through future research is essential to further enhance the understanding of HRM practices in these unique settings and to provide more targeted recommendations for optimizing organizational performance. There is a clear need for empirical studies that integrate both modern HRM practices and Islamic ethical principles to develop frameworks specifically tailored to the operational and cultural contexts of zakat and waqf institutions. Additionally, longitudinal studies that explore the long-term impacts of HRM strategies on employee retention, job satisfaction, and organizational sustainability remain scarce but are crucial for a comprehensive understanding of these institutions.

To advance the field of HRM in Islamic philanthropic institutions, several key areas have been identified for future research. One crucial area is the integration of HRM and Islamic principles. Interdisciplinary studies that combine modern HRM practices with Islamic ethical frameworks are necessary to develop HRM models that enhance both operational efficiency and adherence to Islamic values (Anwar & Abdullah, 2021; N. A. A. Rahman et al., 2023). Research that investigates how these integrated HRM models can be applied effectively in the context of zakat and waqf institutions will provide valuable insights into optimizing performance while upholding religious and ethical standards.

Another important area for future research is the increase in empirical studies on HRM practices within zakat and waqf institutions. These studies should focus on specific HRM practices such as talent management, performance evaluation, and employee development, utilizing larger sample sizes and diverse methodologies to ensure the generalizability of findings (Hasan et al., 2019; Mustari et al., 2024). Empirical data will help refine HRM practices that are both effective and aligned

with the social missions of these institutions. Moreover, there is a notable lack of longitudinal research examining the long-term effects of HRM strategies on employee retention, organizational performance, and sustainability. Such studies are essential for understanding how HRM practices evolve over time and impact the overall viability of zakat and waqf institutions (Alam et al., 2021; Manzoor et al., 2019).

Additionally, the role of digital transformation in HRM deserves more attention. Future research should explore the implementation of digital tools such as automated payroll systems and digital performance management solutions in the context of Islamic philanthropic institutions (Almomani et al., 2024; Hasan et al., 2019). Investigating the benefits and challenges of adopting these technologies can offer valuable insights into how digital solutions can enhance transparency, efficiency, and compliance with Islamic principles. Finally, comparative studies across different Islamic philanthropic institutions, including zakat, waqf, and Islamic NGOs, are needed to identify best practices and the unique challenges faced by each type of institution (Aminuddin et al., 2020; Syakir et al., 2021). These studies would enable HR managers and policymakers to develop more tailored HRM strategies that reflect the specific operational, ethical, and cultural needs of different types of Islamic institutions.

Table 7. Future Research Recommendations

Research Area	Recommendations for Future Research	References
Integration of HRM and Islamic Principles	Conduct interdisciplinary studies that combine modern HRM practices with Islamic ethical frameworks specific to zakat and waqf contexts. Investigate how these integrated HRM models can enhance both operational efficiency and adherence to Islamic values.	(Anwar & Abdullah, 2021; N. A. A. Rahman et al., 2023)
Empirical Studies on HRM Practices	Increase the number of empirical studies focusing on the impact of specific HRM practices, such as talent management and performance evaluation, on organizational performance in zakat and waqf institutions. Utilize larger sample sizes and varied methodologies to improve the generalizability of findings.	(Hasan et al., 2019; Mustari et al., 2024)
Longitudinal Research	Conduct longitudinal studies to assess the long-term effects of HRM strategies on employee retention, job satisfaction, and overall organizational sustainability in Islamic philanthropic settings.	(Alam et al., 2021; Manzoor et al., 2019)
Impact of Digital Transformation in HRM	Explore the role of digital tools and technologies in optimizing HRM practices in zakat and waqf institutions. Investigate the benefits and challenges of implementing digital HR solutions, such as automated payroll and digital performance management, within the Islamic philanthropic framework.	(Almomani et al., 2024; Hasan et al., 2019)

Comparative Studies Across Islamic Institutions	Undertake comparative studies that analyze HRM practices across different types of Islamic philanthropic institutions, such as zakat, waqf, and Islamic NGOs, to identify best practices and unique challenges in each setting.	(Aminuddin et al., 2020; Syakir et al., 2021)

In conclusion, addressing these research areas will provide more robust insights and evidence-based strategies that support the unique missions of Islamic philanthropic organizations. By developing tailored HRM frameworks, increasing empirical studies, conducting longitudinal research, exploring digital transformations, and performing comparative studies, future research can significantly contribute to optimizing HRM practices within zakat and waqf institutions. This will ultimately enhance organizational performance, employee retention, and sustainability while ensuring adherence to Islamic values.

CONCLUSION
This study provides a comprehensive exploration of Human Resource Management (HRM) practices within Islamic philanthropic institutions, specifically focusing on zakat and waqf organizations. The findings underscore the importance of integrating modern HRM strategies with Islamic ethical principles to optimize organizational performance and service excellence. Key HRM practices, such as strategic talent management, employee development, and performance evaluation, are not only vital for operational efficiency but also for upholding the ethical and religious missions that drive these institutions. By aligning HRM practices with the values of Islamic work ethics, zakat and waqf organizations can foster a workforce that is both motivated and ethically grounded, ensuring that the institution maintains public trust while achieving its social goals.

The research further highlights the need for continuous investment in employee development programs that are tailored to the unique operational requirements of Islamic institutions. Programs that focus on building competencies in areas such as Islamic jurisprudence, ethical finance, and social impact measurement are crucial for empowering employees to contribute effectively to the organization's mission. Additionally, the study emphasizes the importance of performance management systems that integrate both operational efficiency and Islamic values, creating a balanced approach to employee evaluation that fosters both accountability and motivation. Leveraging technology through digital tools for HR management can further enhance transparency, efficiency, and communication, helping these institutions navigate the complexities of modern organizational management while adhering to their ethical foundations.

Despite these contributions, the research identifies critical gaps, particularly the lack of longitudinal studies that examine the long-term effects of HRM strategies on organizational sustainability. Future research should focus on filling these gaps by conducting empirical and longitudinal studies that assess how HRM practices influence long-term employee retention, job satisfaction, and organizational

sustainability. Addressing these gaps will provide deeper insights into how HRM strategies can be optimized to ensure the long-term success of zakat and waqf institutions. By continuously refining their HRM approaches, Islamic philanthropic institutions can enhance both their operational performance and their ability to achieve lasting social impact.

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*, *ahead-of-print*(ahead-of-print). https://doi.org/10.1108/IJLMA-01-2024-0019

Abu Rumman, M. A., & Alqudah, E. (2024). The Impact of Green HRM on Lean Soft Practices Implementation: A Mediating Role of Organizational Flexibility. *Global Journal of Flexible Systems Management*. https://doi.org/10.1007/s40171-024-00406-y

Alam, Md. M., Wahab, N. A., al Haq, M. A., & Ahmad, S. A. (2021). Sustainable development status of zakat recipients: empirical investigation based on Malaysia's Kedah State. *J. for Global Business Advancement*, *14*, 612. https://doi.org/10.1504/JGBA.2021.10048500

Al-Emadi, M., & Marquardt, M. (2007). Relationship between employees' beliefs regarding training benefits and employees' organizational commitment in a petroleum company in the State of Qatar. *International Journal of Training and Development*, *11*, 49–70. https://doi.org/10.1111/j.1468-2419.2007.00269.x

Ali, A. (2010). Islamic challenges to HR in modern organizations. *Personnel Review - PERS REV*, *39*, 692–711. https://doi.org/10.1108/00483481011075567

Almomani, M., AbuAlhoul, M., Alqudah, M., & Al-Khalidi, I. (2024). Exploring Digital Waqf Management: Opportunities and Challenges. *International Journal of Religion*, *5*, 20–30. https://doi.org/10.61707/ax7vd794

Aminuddin, Z., Maharah, D., Abd, S., AK, M., Wathan, H., & Suherman, M. (2020). *Enhancement of Zakat Institutions through Zakat Management of Gharimin Asnaf: Case Study in Malaysia and Indonesia*. 2710–7094.

Anuar, F. S., Mohd Alwi, N., & Mohd Ariffin, N. (2019). Financial Management Practices and Performance of Zakat Institutions in Malaysia. *IPN Journal of Research and Practice in Public Sector Accounting and Management*, *9*(01), 1–26. https://doi.org/10.58458/ipnj.v09.01.01.0056

Anwar, K., & Abdullah, N. (2021). The impact of Human resource management practice on Organizational performance. *International Journal of Engineering, Business and Management*, *5*, 35–47. https://doi.org/10.22161/ijebm.5.1.4

Aqib Ali, M., Shirazi, S., Arshad, S., & Kemal, U. (2024). Assessment of Human Resource Management Framework from Islamic Paradigm: Proposition of an Islamic Model of Human Resource Management. *Bulletin of Business and Economics (BBE)*, *13*, 763–769. https://doi.org/10.61506/01.00267

Aria, M., & Cuccurullo, C. (2017). bibliometrix: An R-tool for comprehensive science mapping analysis. *Journal of Informetrics*, *11*(4), 959–975. https://doi.org/https://doi.org/10.1016/j.joi.2017.08.007

Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page. https://books.google.com.sg/books?id=g7zEDwAAQBAJ

Arokiasamy, L., Fujikawa, T., Piaralal, S., & Arumugam, T. (2024). Role of HRM Practices in Organization Performance: *International Journal of Sociotechnology and Knowledge Development*, *16*, 1–32. https://doi.org/10.4018/IJSKD.334555

Ballesteros, J., De Saá-Pérez, P., & Domínguez-Falcón, C. (2011). The role of organizational culture and HRM on training success: Evidence from the Canarian restaurant industry. *International Journal of Human Resource Management*, *23*, 1–18. https://doi.org/10.1080/09585192.2011.637071

Barney, J. B. (2000). Firm resources and sustained competitive advantage. In J. A. C. Baum & F. Dobbin (Eds.), *Economics Meets Sociology in Strategic Management* (Vol. 17, pp. 203–227). Emerald Group Publishing Limited. https://doi.org/10.1016/S0742-3322(00)17018-4

Bharadwaj, S. (2023). Influence of training and development interventions on employee retention – an employer brand-based agenda. *LBS Journal of Management & Research*, *21*(2), 157–170. https://doi.org/10.1108/LBSJMR-12-2022-0080

Boon, C., Den Hartog, D. N., & Lepak, D. P. (2019). A Systematic Review of Human Resource Management Systems and Their Measurement. *Journal of Management*, *45*(6), 2498–2537. https://doi.org/10.1177/0149206318818718

Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A., & Zimmermann, A. (2020). International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice. *Journal of International Business Studies*, *51*(5), 697–713. https://doi.org/10.1057/s41267-020-00335-9

Chaudhary, V., & Sharma, M. (2024). *A Review of Employee Retention as a Strategy for Organizational Success*. https://doi.org/10.55041/IJSREM26687

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*, 285–296. https://doi.org/https://doi.org/10.1016/j.jbusres.2021.04.070

Elifneh, Y. W., Wonda, T. A., & Abbay, Y. A. (2024). Marketing ethics in the wholesale and retail sector: empirical evidence from Ethiopia (a qualitative inquiry). *Cogent Business & Management*, *11*(1), 2373353.

Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant Leadership: A systematic review and call for future research. *The Leadership Quarterly*, *30*(1), 111–132. https://doi.org/https://doi.org/10.1016/j.leaqua.2018.07.004

Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2020). Talent management: context matters. *The International Journal of Human Resource Management*, *31*(4), 457–473. https://doi.org/10.1080/09585192.2019.1642645

Habib Rana, M., & Shaukat Malik, M. (2016). Human resource management from an Islamic perspective: a contemporary literature review. *International Journal of Islamic and Middle Eastern Finance and Management*, *9*(1), 109–124. https://doi.org/10.1108/IMEFM-01-2015-0002

Hamilton, R. H., & Sodeman, W. A. (2020). The questions we ask: Opportunities and challenges for using big data analytics to strategically manage human capital resources. *Business Horizons*, *63*(1), 85–95. https://doi.org/https://doi.org/10.1016/j.bushor.2019.10.001

Harzing, A.-W. (2010). *The Publish Or Perish Book: Your Guide to Effective and Responsible Citation Analysis*.

Hasan, A., Hassan, R., Engku Ali, E. R. A., Engku Ali, E. M. T., Abduh, M., & Noordin, N. H. (2019). A proposed human resource management model for zakat institutions in Malaysia. *ISRA International Journal of Islamic Finance*, *11*(1), 98–109. https://doi.org/10.1108/IJIF-10-2017-0036

Jasni, J., Sharip, S., Daud, D., Ibrahim, S., & Kamdari, A. (2023). Transformational leadership: a qualitative study from waqf institutions in malaysia. *IJISH (International Journal of Islamic Studies and Humanities)*, *6*, 45–64. https://doi.org/10.26555/ijish.v6i1.7659

Joseph, J., Jose, J., Jose, A. S., Ettaniyil, G. G., & Nair, S. V. (2024). A scientometric analysis of bibliotherapy: mapping the research landscape. *Library Hi Tech*, *ahead-of-print*(ahead-of-print). https://doi.org/10.1108/LHT-08-2023-0341

Kamal, S., Mahat, D., & Kandel, D. R. (2023). *Strategic Human Resources Management: Study the Alignment of HR Practices with Overall Business Strategy and Its Impact on Organizational Performance*. *5*. https://doi.org/10.36948/ijfmr.2023.v05i05.6168

Kartini, K., Syamsul Bahri, E., & Baehaqi, A. (2021). *Measurement of Efficiency and Effectiveness of Zakat Management in the National Board of Zakat (Baznas) West Java*. *12*, 102–119. https://doi.org/10.20414/iqtishaduna.v12i1.3259

Khaliq, K., & Abdul Kadir, M. A. B. (2012). Servant Leadership from the Muslim Perspective. *Malaysian Management Review*, *47*, 77.

Khan, B., Farooq, A., & Hussain, Z. (2010). Human resource management: An Islamic perspective. *Asia-Pacific Journal of Business Administration*, *2*, 17–34. https://doi.org/10.1108/17574321011037558

Laallam, A., Kassim, S., Engku Ali, E. R. A., & Saiti, B. (2020). Intellectual capital in non-profit organisations: lessons learnt for waqf institutions. *ISRA International Journal of Islamic Finance*, *12*(1), 27–48. https://doi.org/10.1108/IJIF-10-2018-0111

Laing, A. M. (2019). *Employee retention strategies in nonprofit organizations*. Walden University.

Liden, R., Wayne, S., Liao, C., & Meuser, J. (2013). Servant Leadership and Serving Culture: Influence on Individual and Unit Performance. *Academy of Management Journal*, *57*. https://doi.org/10.5465/amj.2013.0034

Lim, W. M., Kumar, S., & Donthu, N. (2024). How to combine and clean bibliometric data and use bibliometric tools synergistically: Guidelines using

metaverse research. *Journal of Business Research*, *182*, 114760. https://doi.org/https://doi.org/10.1016/j.jbusres.2024.114760

Manzoor, F., Wei, L., Bányai, T., Nurunnabi, M., & Subhan, Q. A. (2019). An Examination of Sustainable HRM Practices on Job Performance: An Application of Training as a Moderator. *Sustainability*, *11*(8). https://doi.org/10.3390/su11082263

Marri, M., Mahmood Sadozai, A., Zaman, D.-F., & Ramay, M. I. (2012). *The impact of Islamic work ethics on job satisfaction and organizational commitment: a study of agriculture sector of Pakistan*. 2, 32–45.

Mawardi, I., Widiastuti, T., Al Mustofa, M. U., & Hakimi, F. (2023). Analyzing the impact of productive zakat on the welfare of zakat recipients. *Journal of Islamic Accounting and Business Research*, *14*(1), 118–140. https://doi.org/10.1108/JIABR-05-2021-0145

Montero Guerra, J. M., Danvila-del-Valle, I., & Méndez-Suárez, M. (2023). The impact of digital transformation on talent management. *Technological Forecasting and Social Change*, *188*, 122291. https://doi.org/https://doi.org/10.1016/j.techfore.2022.122291

Murtaza, G., Abbas, M., Usman, bullet, Raja, U., Roques, O., Afsheen, bullet, bullet, K., & Mushtaq, R. (2014). Impact of Islamic Work Ethics on Organizational Citizenship Behaviors and Knowledge-Sharing Behaviors. *Journal of Business Ethics*, *133*. https://doi.org/10.1007/s10551-014-2396-0

Mustari, N., Razak, R., Junaedi, J., Fatmawati, F., Hawing, H., & Baharuddin, T. (2024). Multipartner governance and the urgency of poverty alleviation policy: Zakat fundraising management. *Cogent Social Sciences*, *10*(1), 2361529. https://doi.org/10.1080/23311886.2024.2361529

Ninglasari, S., Mirzal, H., Majid, R., Ulya, B., & Himmawan, M. (2023). Good Amil Governance (GAG) and Efficiency of Zakat Institution in Indonesia. *Ijtimā Iyya Journal of Muslim Society Research*, *8*, 133–146. https://doi.org/10.24090/ijtimaiyya.v8i2.7913

Noe, R. A. (2003). *Fundamentals of Human Resource Management*. McGraw-Hill. https://books.google.com.sg/books?id=E7CDRAAACAAJ

Núñez-Cacho Utrilla, P. V., Grande-Torraleja, F. A., Moreno Albarracín, A. L., & Ortega-Rodríguez, C. (2023). Advance employee development to increase performance of the family business. *Employee Relations: The International Journal*, *45*(7), 27–45. https://doi.org/10.1108/ER-03-2022-0151

Patil, B. S., & Priya, M. R. S. R. (2024). HR data analytics and evidence based practice as a strategic business partner. *Vilakshan - XIMB Journal of Management*, *21*(1), 114–125. https://doi.org/10.1108/XJM-07-2023-0148

Pritchard, A. (1969). Statistical Bibliography or Bibliometrics? *Journal of Documentation*, *25*, 348–349.

Radu, C. (2023). *Fostering a Positive Workplace Culture: Impacts on Performance and Agility*. https://doi.org/10.5772/intechopen.1003259

Rahman, N. A. A., Mahroof, K., & Hassan, A. (2023). Technologies and Trends in the Halal Industry. In *Technologies and Trends in the Halal Industry*. https://doi.org/10.4324/9781003368519

Rahman, N., Alias, M., Shahid, S., Abdul Hamid, M., & Alam, S. (2013). Relationship between Islamic human resource management (IHRM) practices and trust: An empirical study. *Journal of Industrial Engineering and Management*, *6*. https://doi.org/10.3926/jiem.794

Rubbab, U.-, Irshad, M., Abid, S., Ejaz, S., Ejaz, F., & Hossain, M. B. (2024). Examining the impact of Islamic work ethics on employee voice behavior: mediating effect of felt obligation for constructive change and moderating role of sanctification of work. *Cogent Psychology*, *11*(1), 2348860. https://doi.org/10.1080/23311908.2024.2348860

Sawmar, A. A., & Mohammed, M. O. (2021). Enhancing zakat compliance through good governance: a conceptual framework. *ISRA International Journal of Islamic Finance*, *13*(1), 136–154. https://doi.org/10.1108/IJIF-10-2018-0116

Schuler, R., & E. Jackson, S. (2014). Human resource management and organizational effectiveness: yesterday and today. *Journal of Organizational Effectiveness: People and Performance*, *1*(1), 35–55. https://doi.org/10.1108/JOEPP-01-2014-0003

Sendjaya, S., & Pekerti, A. (2010). Servant leadership as antecedent of trust in organizations. *Leadership & Organization Development Journal*, *31*. https://doi.org/10.1108/01437731011079673

Syakir, M. F., Risfandy, T., & Trinugroho, I. (2021). CEO's social capital and performance of zakat institutions: Cross-country evidence. *Journal of Behavioral and Experimental Finance*, *31*, 100521. https://doi.org/https://doi.org/10.1016/j.jbef.2021.100521

Toumi, S., & Su, Z. (2022). Islamic values and human resources management: A qualitative study of grocery stores in the Quebec province. *International Journal of Cross Cultural Management*, *23*(1), 79–112. https://doi.org/10.1177/14705958221136691

Voigt, L., & von der Oelsnitz, D. (2024). A framework of HRM in cooperatives: A systematic literature review and future research agenda. *Journal of Co-Operative Organization and Management*, *12*(1), 100232. https://doi.org/https://doi.org/10.1016/j.jcom.2024.100232

Wahab, N. Abd., & Rahman, A. R. A. (2011). A framework to analyse the efficiency and governance of zakat institutions. *Journal of Islamic Accounting and Business Research*, *2*(1), 43–62. https://doi.org/10.1108/17590811111129508

Wahdaniah, Sucianti, R., Ambalele, E., & Tellu, A. (2023). Human Resource Management Transformation in the Digital Age: Recent Trends and Implications. *International Journal of Applied Research and Sustainable Sciences*, *1*, 239–258. https://doi.org/10.59890/ijarss.v1i3.902

Wahyuni, P., & Wulandari, R. (2024). Zakat and poverty alleviation in Muslim countries: A Biblioshiny application. *Journal of Islamic Economics Lariba*, *10*, 205–230. https://doi.org/10.20885/jielariba.vol10.iss1.art12

Wilkinson, A., & Johnstone, S. (2016). *Encyclopedia of Human Resource Management*. Edward Elgar Publishing. https://books.google.com.sg/books?id=GvLxoAEACAAJ

Yasmeen, K. (2023). Justice in the workplace: Islamic principles for wage determination. *Islamic Economic Studies*, *31*(1/2), 43–87. https://doi.org/10.1108/IES-03-2023-0011

Zakiy, F. S., Falikhatun, F., & Fauziah, N. N. (2023). Sharia governance and organizational performance in zakat management organization: evidence from Indonesia. *Journal of Islamic Accounting and Business Research*, *ahead-of-print*(ahead-of-print). https://doi.org/10.1108/JIABR-06-2023-0188

Zupic, I., & Čater, T. (2015). Bibliometric Methods in Management and Organization. *Organizational Research Methods*, *18*, 429–472. https://doi.org/10.1177/1094428114562629