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Prophetic Management of Human Resource Development for Islamic Political Organizations

Zainul Arief*, Abdul Hamid, Sarbini Anim
Universitas Islam As-Syafi'iyah, Jakarta, Indonesia
**misrojiochi@gmail.com*

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Abstract:

This study aims to analyze the application of prophetic management in human resource development (HRD) in Islamic community organizations (*ormas*) in Indonesia. Prophetic management, which is based on prophetic values such as humanization (*amar ma'ruf*), liberation (*nahi munkar*), and transcendence (*tu'minuna billah*), becomes a relevant ethical and strategic framework in building quality HR with integrity, professionalism, and oriented towards the welfare of the community. This research falls into the library research category, focusing on document and literature studies related to the main research themes. Primary sources include academic journals, scientific books, and research reports that directly examine human resource development for Islamic da'wah, prophetic management, and the internal dynamics of Islamic political parties in Indonesia. The results show that all three have adopted the principles of prophetic management in various forms, such as internalization of spiritual values, strengthening cadre character, a tiered development system, and capacity building through political and Islamic education. However, there are significant variations in its implementation, where PKS tends to be systematic and structured, PPP emphasizes a cultural approach and Islamic boarding school traditions, while PBB focuses on strengthening legalistic and ideological Islamic insights.

Key Words: *Prophetic Management, Human Resources Da'wah, Islamic Politics*

Abstrak:

Penelitian ini bertujuan untuk menganalisis penerapan manajemen profetik dalam pengembangan sumber daya manusia (SDM) pada organisasi masyarakat (ormas) Islam di Indonesia. Manajemen profetik, yang berlandaskan pada nilai-nilai kenabian seperti humanisasi (amar ma'ruf), liberasi (nahi munkar), dan transendensi (tu'minuna billah), menjadi kerangka etis dan strategis yang relevan dalam membangun kualitas SDM yang berintegritas, profesional, dan berorientasi pada kemaslahatan umat. Penelitian ini termasuk dalam kategori penelitian kepustakaan, dengan fokus pada studi dokumen dan literatur terkait tema-tema utama penelitian. Sumber primer meliputi jurnal akademik, buku ilmiah, dan laporan penelitian yang secara langsung mengkaji pengembangan sumber daya manusia untuk dakwah Islam, manajemen kenabian, dan dinamika internal partai politik Islam di Indonesia. Hasil penelitian menunjukkan bahwa ketiganya telah mengadopsi prinsip-prinsip manajemen profetik dalam berbagai bentuk, seperti internalisasi nilai spiritual, penguatan karakter kader, sistem pembinaan berjenjang, serta pengembangan kapasitas melalui pendidikan politik dan keislaman. Namun, terdapat variasi signifikan dalam implementasinya, di mana PKS cenderung sistematis dan terstruktur, PPP menekankan pendekatan kultural

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dan tradisi pesantren, sementara PBB fokus pada penguatan legalistik dan wawasan keislaman bercorak ideologis.
Kata Kunci: *Manajemen Profetik, Dakwah SDM, Politik Islam*

INTRODUCTION

Prophetic management is a managerial approach that integrates prophetic values into organizational management practices, particularly those based on Islam. This concept emerged in response to the limitations of the modern management paradigm, which is considered too secular and neglects spiritual aspects. Within a prophetic framework, management activities are focused not only on achieving efficiency and effectiveness but also on character development, social justice, and transcendental responsibility (Nadeem et al., 2022).

The core values of prophetic management include humanization (*amar ma'ruf*), liberation (*nahi munkar*), and transcendence (faith in God), which form the ethical basis for leadership and decision-making. This makes prophetic management not merely a technical method but also a spiritual and ideological practice in Islamic organizational governance. This approach is believed to produce governance that is not only functionally superior but also morally and spiritually dignified (Listiowaty, 2020).

In practice, prophetic management manifests itself in several implementation categories that reflect the orientation of prophetic values. First, in terms of humanization, the manifestation of prophetic management can be seen in the development of cadres that focuses on moral development and spiritual intelligence. Second, in the context of liberation, the organization implements a cadre development system that rejects structural domination and encourages inclusive member empowerment. Third, transcendence is evident in managerial policies that make all organizational activities part of worship and devotion to God (Asykur et al., 2022).

The cadre formation and human resource development processes of the PKS, PPP, and PBB face various complex issues. PKS is known for its structured and tiered development system, but still faces challenges in maintaining cadre consistency in the field and adapting to the digital context. PPP, supported by its cultural base of Islamic boarding schools and ulema traditions, faces challenges in cadre regeneration, management modernization, and internal consolidation. Meanwhile, the PBB, which champions a constitutional Islamic platform, faces obstacles in strengthening its cadre base, structural mobilization, and increasing human resource capacity capable of bridging ideology with the needs of contemporary society (Wirman & Ababil, 2023).

Previous research has shown that many Islamic organizations have significant potential in developing human resources based on Islamic values, but have not yet fully utilized the prophetic management approach as a systematic framework. The implementation of prophetic values often remains conceptual

and has not been optimally integrated into cadre development programs, leadership training, or organizational mechanisms (Antonio, 2023).

These three categories form an operational framework that enables Islamic organizations to manage their resources based on the prophetic vision. One study even emphasized that prophetic managers must be capable of becoming "super-leaders" who combine spiritual intelligence (*ma'rifat*) with professional competence, thereby creating a just, inspiring, and transformative organizational environment (Amrona et al., 2024).

The development of human resources (HR) for Islamic propagation is a strategic process in shaping individuals who are not only intellectually competent but also spiritually and ideologically mature in carrying out the mission of Islamic propagation. In the context of Islamic organizations, the development of HR for Islamic propagation is not merely about technical training, but also involves the internalization of Islamic values as a moral foundation. HR for Islamic propagation functions as agents of social transformation, embracing a prophetic vision in conveying Islamic messages to society(Stofkova & Sukalova, 2020).

Therefore, the development process requires a comprehensive approach, from recruitment and training to performance evaluation based on da'wah values. From an Islamic management perspective, the development of da'wah human resources must also align with the mission of Islamic education, which places humans as the subject of spiritual and moral development. Research shows that the success of da'wah depends heavily on the quality of cadres who possess a deep Islamic awareness and the ability to adapt to social dynamics without losing their spiritual principles (Syafiq & Tanjung, 2023).

The development of human resources for Islamic da'wah (Islamic preaching) in Islamic organizations can be categorized into several main dimensions: spiritual, intellectual, and social, the spiritual dimension is represented in spiritual development programs such as halaqah (Islamic religious gatherings), meditation, and congregational worship, which aim to strengthen the cadre's connection with divine values. The intellectual dimension is manifested in training in da'wah rhetoric, thematic Islamic studies, and learning mass communication strategies for effective delivery of da'wah messages (Wajdi et al., 2023).

Islamic political parties in Indonesia, such as the Prosperous Justice Party (PKS), the United Development Party (PPP), and the Crescent Star Party (PBB), not only play a political role within the democratic system but also bear the responsibility of da'wah, inherent in their ideology. In practice, this da'wah role faces serious challenges, particularly in managing qualified human resources with high spiritual integrity (Fernando et al., 2023).

There is a disparity between the noble vision of da'wah and the pragmatic management practices of cadre formation. This phenomenon is evident in the weak internalization of spiritual values and prophetic ethics within the party's

cadre development system, which should be the primary foundation of the Islamic political movement. This reality has led to a dual role between cadres as politicians and as preachers, often leading to an identity crisis in the implementation of the organization's mission. This imbalance indicates a failure to create a cadre management model that is not only structurally efficient but also substantially prophetic (Darmawati, 2022). Contemporary literature in Islamic organizational studies shows that the application of prophetic values in cadre management has not received systematic attention, even though these values have proven effective in shaping an Islamic organizational culture. The success of cadre development in Islamic organizations is greatly influenced by strengthening prophetic awareness, which encompasses aspects of transcendence, humanization, and liberation (Matofani et al., 2020).

However, in the context of political parties, dominant human resource management theories still refer to conventional models that focus on performance effectiveness, rather than on da'wah values. The theory and practice of da'wah human resource development in Islamic political organizations experience an epistemological disconnect (Nikmah & Syafnan, 2024; Wibowo et al., 2023). The absence of a prophetic management approach within the institutional framework of political parties indicates that modern management theories have not been able to fully address the complex needs of political da'wah (Ichsan et al., 2023).

This study aims to develop a prophetic management model for developing relevant and applicable human resources for Islamic political organizations in Indonesia. This objective is broken down into three main focuses: first, identifying the practices of human resource management for Islamic da'wah implemented in PKS, PPP, and PBB; second, analyzing the extent to which prophetic values, namely humanization, liberation, and transcendence, are integrated into the party cadre development system; and third, formulating a conceptual model of prophetic management that can strategically strengthen the role of political da'wah.

By targeting these three focuses, this research is expected to bridge the gap between da'wah ideology and often pragmatic political practices. The developed prophetic management model will serve as a conceptual framework that is not only adaptive to contemporary political dynamics but also remains rooted in the transformative principles of prophecy (Maulida & Rusydiana, 2023).

The urgency of this research lies in the importance of building a managerial foundation for da'wah that is not only structural but also spiritual and ideological. Field evidence shows that Islamic political organizations are often trapped in electoral logic that subordinates the function of developing cadres as agents of change for the community. Furthermore, the existing literature has not yet provided an integrative model that can simultaneously accommodate political, spiritual, and social dimensions.

This research offers original findings in the form of mapping the gap between prophetic idealism and practical political reality within the PKS, PPP, and PBB. This analysis provides an academic contribution to how moral and spiritual values are tested within the dynamics of modern political organizations. These findings present a new perspective by applying the concept of prophetic management previously used more in educational institutions and da'wah organizations to the context of human resource development in Islamic political parties (PKS, PPP, and PBB). This integration is an approach rarely used in previous research.

Therefore, this research is crucial in filling this gap by proposing a transformative and applicable prophetic management model. By integrating prophetic values into the party's cadre development system, it is hoped that it will produce da'wah cadres who are not only politically competent but also spiritually strong. This is crucial to avoid the commodification of religion in politics and to promote Islamic politics oriented towards the welfare of the people.

RESEARCH METHOD

This research falls into the library research category, focusing on document and literature studies related to the main research themes. Primary sources include academic journals, scientific books, and research reports that directly examine the development of human resources for Islamic propagation, prophetic management, and the internal dynamics of Islamic political parties in Indonesia. Meanwhile, secondary sources include data and information related to contemporary Islamic theory, cadre management practices, and the relevance of Islamic propagation strategies in the modern political context, as found in scientific articles, strategic study reports, and seminar papers (Abbas, 2023).

The theoretical basis of this research refers to the Prophetic Management Theory, which states that the social science approach should not be value-free, but rather rooted in the principles of prophecy: humanization (*amar ma'ruf*), liberation (*nahi munkar*), and transcendence (*iman*). In the context of human resource management, this theory provides a conceptual framework that cadre development should not only be focused on functional or operational capabilities, but should be directed at character formation, socio-political awareness, and faith as the foundation of political da'wah movements (Suyadi & Sabiq, 2021).

The research process was conducted through systematic stages. The first step was to identify the research problem, followed by data collection through literature review from various academic sources. The literature analyzed included books, journal articles, proceedings, and organizational documents related to the management of human resources for Islamic propagation within Islamic political parties. Each piece of data was then classified and categorized based on its theme and relevance to prophetic values. Next, a content analysis

was conducted to explore emerging patterns in the management of cadre development based on prophetic values. The results of this analysis served as the basis for formulating a conceptual model of prophetic management applicable to Islamic political parties (Halimah et al., 2023).

The data analysis technique in this study uses a content analysis approach. This technique allows researchers to interpret and understand the meaning of texts relevant to the problem being studied. The analysis process was carried out by in-depth examination of previously classified documents to identify key themes, patterns of relationships between concepts, and correlations between the human resource management system for Islamic propagation and prophetic values. Thus, the results of this analysis are not only descriptive but also provide a strong conceptual basis for formulating an applicable and contextual prophetic management model for the development of human resources for Islamic propagation within Islamic political organizations in Indonesia (Nasution, 2022).

RESULT AND DISCUSSION

Islamic Organizations Concept

Prophetic management in the context of Islamic political organizations in Indonesia demonstrates a paradigm of leadership and resource management rooted in prophetic values such as humanization, liberation, and transcendence. This concept reflects an approach that is not only rational-instrumental, but also spiritual-transcendental in shaping the pattern of da'wah cadre formation within Islamic political parties (Yusuf et al., 2022).

In practice, these values are translated into a cadre development system that emphasizes the balance between spiritual, social and intellectual intelligence that every party cadre of da'wah must have (Matofani et al., 2020). The emphasis on the importance of humanization can be seen from efforts to form the character of cadres through Islamic moral and ethical education in the party's internal structure (Rusli & Mardliyah, 2023; Saleh, 2024).

The findings indicate that the three Islamic organizations face significant challenges in maintaining prophetic values in practical political life. Interactions with political interests, electoral demands, and internal organizational dynamics often create a gap between ideal values and cadre development practices. This is identified in the form of value inconsistencies, diverse cadre motivations, and pressures from political pragmatism.

There is no comprehensively formulated model for human resource development based on prophetic management in the three mass organizations. Each organization has its strengths: PKS in structure, PPP in culture, and PBB in ideology. However, there is no integrative model that combines all three, so the potential for prophetic value has not been optimally utilized. On the other hand, liberation is actualized through advocacy for public policies that support social justice, as well as defending vulnerable groups as part of a prophetic political preaching agenda. Meanwhile, the transcendental dimension is realized through a spiritual orientation in every strategic decision-making process of the party, by placing faith values as the basis for all political activities of party cadres.

Explanations of the data on prophetic management indicate that Islamic political organizations in Indonesia, particularly the PKS, PPP, and PBB, have begun integrating prophetic values as a normative framework within their da'wah cadre development systems. This effort is evident in internal party policies requiring cadres to participate in training based on Islamic values and prophetic spirituality at various levels of the organizational structure (Arifin & Saepudin, 2021; Shabana, 2022).

In its implementation, several organizations have developed internal module-based cadre programs that emphasize the formation of Islamic personality and commitment to *amar ma'ruf nahi munkar* as the basis for political da'wah (Choeroni & Pratama, 2020). However, not all parties are able to implement this prophetic management model consistently, due to limited human resources, bureaucratic organizational structures, and national political dynamics that tend to be pragmatic (Hidayat et al., 2025). This descriptive data shows the potential for developing a stronger prophetic-based da'wah management system, but requires ideological commitment and comprehensive integration of prophetic values within the organizational apparatus.

The relationship between the description and explanation of the data in the previous section and the reality of the research shows that the implementation of prophetic management in Islamic political organizations is uneven and still heavily dependent on the institutional structure and ideological awareness of the party. For example, the Prosperous Justice Party (PKS) has a systematic approach to managing da'wah cadres based on spirituality and prophetic values integrated into its development program, while the United Development Party (PPP) and the United Development Party (PBB) demonstrate a stronger pragmatic tendency in their practical political dynamics. This difference explains the disconnect between idealized prophetic values and the practical political realities faced by the parties. This underscores the importance of strengthening a cadre system based on prophetic values so that the role of da'wah in Islamic politics is not eroded by electoral demands alone.

The development of human resources (HR) for da'wah is an integral part of Islamic organizations' strategies to maintain their role in da'wah amidst complex political and social dynamics. The process simultaneously involves scientific, spiritual, and social activism dimensions. In many Islamic organizations, the development of HR for da'wah is carried out through a multi-level cadre system, ranging from recruitment and ideological training to technical training in digital da'wah and mass communication. Each stage of the cadre development is designed to strengthen the cadres' Islamic identity and equip them with contextual da'wah skills (Azwar et al., 2025).

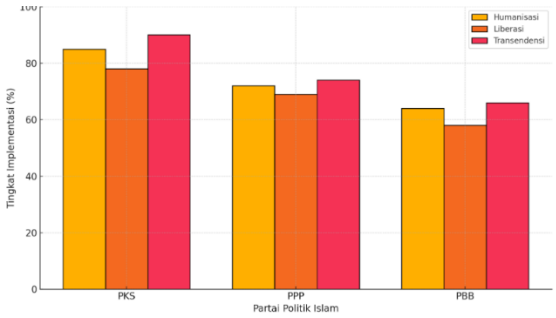


Figure 2. Implementation of Three-Party Prophetic Management

The diagram above shows the level of implementation of the three main values in prophetic management: Humanization, Liberation, and Transcendence in three Islamic political parties in Indonesia: PKS, PPP, and PBB. The data shows that PKS has the highest consistency in the application of prophetic values, especially in the aspects of transcendence (90%) and humanization (85%), followed by PPP and PBB at a relatively lower level. This difference reflects the extent to which the internalization of prophetic values has been integrated into the cadre development system and da'wah management in each party.

The data illustrates that Islamic political organizations in Indonesia present unique challenges in developing human resources for da'wah, particularly in integrating spiritual values into a rational and competitive political framework. Many parties still emphasize training on technical aspects such as political rhetoric and campaign strategy, while the spiritual and ideological dimensions tend to be marginalized. For example, a number of cadre development programs in Islamic parties tend to be formalistic and have not fully addressed the in-depth internalization of da'wah values. This is exacerbated by the lack of evaluative indicators capable of systematically measuring the success of transforming prophetic values within cadres. These findings align with literature that underscores the importance of ideological leadership in guiding the cadre development process to produce not only politicians but also political preachers with integrity (Puspasari et al., 2022).

Development of The Implementation of Prophetic Values

The relationship between the previous description and explanation shows that the development of human resources for Islamic da'wah (Islamic missionary) in Islamic political organizations is still in a transitional stage between a traditional approach and a more structured, values-based, prophetic approach. Pragmatic political realities and electoral pressures often pose major obstacles to the consistent implementation of prophetic values. Therefore, the development of human resources for Islamic da'wah is not limited to the formal aspects of cadre development programs; it also requires an ideological commitment and a sustainable strategy capable of bridging spiritual values with practical political demands (Aswar & Afifi, 2024).

Islamic political organizations such as the PKS, PPP, and PBB serve not only as political entities but also as vehicles for da'wah and social transformation. Therefore, the internal structures and systems of these organizations reflect their

ideological orientations. A literature review shows that the three organizations differ in their approaches to political Islam. The PKS tends to adopt a cadre model akin to modernist Islamic movements, which prioritizes discipline, ideological adherence, and a hierarchical structure. The PPP, on the other hand, is more of a traditionalist-based religious coalition that accommodates various Islamic groups. The PBB, on the other hand, represents a conservative expression of Islamic politics, focusing more on advocating Islamic law in the public sphere (Mhajne & Saxton, 2022).

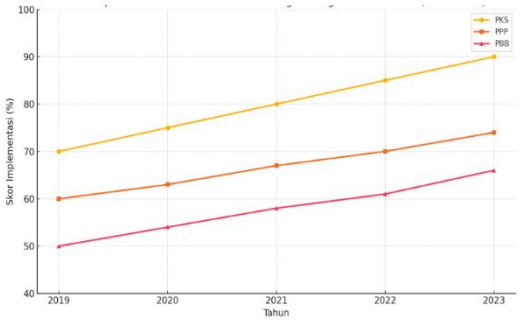


Figure 3. Development of The Implementation of Prophetic Values

The progress of the implementation of prophetic values in the development of human resources for Islamic propagation over the past five years in three Islamic political parties: PKS, PPP, and PBB. The data shows a positive trend in all three parties, with PKS showing the most significant increase, from 70% in 2019 to 90% in 2023. PPP and PBB also showed progress, albeit at a more moderate rate. This indicates a gradual awareness of integrating the values of humanization, liberation, and transcendence into the Islamic propagation cadre system in a more systematic and measurable manner.

Explanation of the data shows that the ideological characteristics and history of the organization significantly influence the development of human resources for Islamic propagation in each party. The PKS has a highly organized and intensive cadre development system, enabling the integration of prophetic values into the cadre development process to proceed more optimally. In contrast which have looser structures, tend to experience obstacles in establishing a systematic and sustainable cadre development system. This results in a slow and uneven internalization of prophetic values across all levels of the organization. This difference reflects the importance of synergy between ideological vision, institutional systems, and strategic programs in realizing effective prophetic management within Islamic political organizations (Wu et al., 2025).

Proportion of Prophetic Management Contribution

The respective contributions of the PKS, PPP, and PBB parties to the implementation of prophetic management for the development of human resources for Islamic propagation. PKS holds the dominant position with a contribution of 45%, followed by PPP with 33%, and PBB with 22%. These figures reflect the extent to which internal policies, cadre development systems, and

prophetic value orientations are integrated into each party's organizational structure. PKS, with its more systematic and ideological cadre development system, appears superior to the other two parties, whose cadre development structures are looser and more adaptive to external political dynamics.

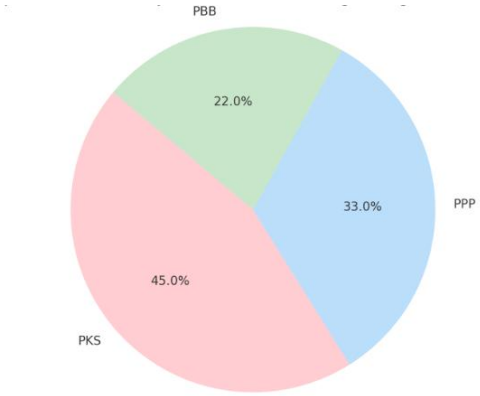


Figure 4. Proportion of Prophetic Management Contribution

The relationship between the previous description and explanation shows that the ideological structure and history of Islamic political parties significantly influence the pattern of cadre development and the development of prophetic da'wah. In this context, the differences in each party's contribution reflect the depth of implementation of the values of humanization, liberation, and transcendence. In reality, as identified in the research problem, Islamic parties have not been fully able to make prophetic values the mainstream in managing their da'wah human resources. Fragmentation of political interests, structural challenges, and the minimal integration of spiritual values into strategic policies are real obstacles that reinforce the gap between prophetic idealism and the practical reality of Islamic politics in Indonesia (Lavan, 2021).

The prophetic management is not only an internal party requirement for cadre development, but also a form of the party's social and spiritual responsibility to society. The successful internalization of prophetic values in the management of human resources for da'wah will contribute significantly to the quality of civilized democracy and the strengthening of Islamic political identity as a blessing for all nature. Therefore, achieving the objectives of this research is not only relevant for party development but also provides a new direction for ethically and spiritually oriented Islamic political practice.

The implications of this research provide strategic insight that prophetic management in the development of human resources for Islamic da'wah (Islamic outreach) in Islamic political parties can be a crucial foundation for organizational renewal, improving the quality of cadres, and formulating policies that better support the values of justice and humanity. In the long term, this model has the potential to serve as a blueprint for the institutional design of Islamic parties that are not only competitive in political contests but also provide solutions in addressing the moral crisis and value disorientation that are eroding Indonesian democracy.

The reasons why this research shows such a pattern can be attributed to historical, ideological, and structural factors within Islamic parties. The PKS, born from the Islamic education movement, has a more established and rigid ideological base and cadre formation pattern. Meanwhile, the PPP and PBB, born from political fusion and reconciliation, tend to adopt a more flexible approach but are less consistent in building a cadre formation system based on prophetic values. The absence of explicit prophetic guidelines in their human resource policies creates a gap between their da'wah goals and their practical political strategies.

Immediate action is to reformulate human resource management guidelines within Islamic political parties that explicitly refer to prophetic values. This can be achieved by developing a cadre development curriculum based on three prophetic pillars: humanization, liberation, and transcendence, and by strengthening the cadre development structure through professional and accountable internal party institutions. Furthermore, parties need to establish strategic work units responsible for monitoring and evaluating the internalization of these values, thereby creating political cadres who are oriented not only toward power but also toward blessings and social benefits.

CONCLUSION

Human resource development in Islamic organizations in Indonesia, particularly the Prosperous Justice Party (PKS), the United Development Party (PPP), and the United Nations (PBB), faces significant challenges in integrating prophetic values into an adaptive and sustainable cadre development system. Although all three organizations share Islamic teachings as their moral and ideological foundation, the implementation of prophetic management, encompassing the values of humanization, liberation, and transcendence, has not yet been fully realized in a systematic managerial model. Prophetic values exist more as organizational idealism than as an operational framework guiding the entire cadre development process. There is a gap between prophetic idealism and the practical needs of human resource development in Islamic political organizations in Indonesia. All three require a more comprehensive, integrative, and contextual human resource development model that not only strengthens spirituality but also builds the intellectual, professional, and leadership competencies of cadres. Therefore, the development of a prophetic management-based cadre development system that is adaptive to current developments, including the digital era, is an urgent need for PKS, PPP, and the United Nations to ensure the quality of cadres capable of authentically and effectively conveying Islamic values in the nation's socio-political space.

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