

GOVERNANCE OF ISLAMIC INSTITUTIONS IN THE SOCIETY 5.0 ERA: THE ROLE OF LEADERSHIP IN DRIVING INNOVATION

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Abstrak: Lembaga-lembaga Islam menghadapi tekanan yang belum pernah terjadi sebelumnya di era *Society 5.0*, di mana konvergensi teknologi canggih dengan nilai-nilai yang berpusat pada manusia menuntut transformasi mendasar dalam tata kelola organisasi. Studi konseptual ini mengkaji peran sentral kepemimpinan dalam mendorong inovasi tata kelola lembaga Islam, yang dibingkai oleh prinsip-prinsip tata kelola Islami (*al-Maqasid asy-Syari'ah*) dan imperatif kepemimpinan digital. Melalui tinjauan literatur integratif yang bersumber dari studi empiris, kerangka teoritis, dan diskursus kontemporer tentang manajemen Islam, artikel ini berargumen bahwa kepemimpinan transformasional dan digital berfungsi sebagai katalisator utama yang memungkinkan lembaga Islam beralih dari model tata kelola birokrasi konvensional menuju struktur tata kelola yang adaptif, berbasis bukti, dan transparan. Temuan mengungkapkan tiga dimensi yang saling berkaitan: (1) *Society 5.0* mendorong lembaga Islam untuk mengintegrasikan ruang fisik dan virtual melalui teknologi seraya mempertahankan nilai-nilai keislaman; (2) tata kelola Islami, yang berakar pada prinsip-prinsip *shura* (musyawarah), 'adl (keadilan), amanah (kepercayaan), dan *siddiq* (kejujuran), memberikan koreksi etis terhadap model tata kelola sekuler; dan (3) kepemimpinan transformasional menjembatani potensi teknologi dengan kompetensi organisasi, menciptakan nilai berkelanjutan yang selaras dengan *Maqasid asy-Syari'ah*. Studi ini berkontribusi pada sebuah kerangka terpadu bagi para pemimpin lembaga Islam dalam menegosiasikan ketegangan antara disrupsi teknologi dan identitas spiritual, serta menawarkan implikasi praktis bagi reformasi tata kelola di lembaga pendidikan dan filantropi Islam.

Kata Kunci: Tata Kelola Islam; *Society 5.0*; Kepemimpinan Transformasional

Abstract: Islamic institutions face unprecedented pressures in the era of *Society 5.0*, where the convergence of advanced technologies with human-centered values demands a fundamental transformation of organizational governance. This conceptual study examines the pivotal role of leadership in fostering governance innovation within Islamic institutions, framed by the principles of Islamic governance (*al-Maqasid asy-Syari'ah*) and the imperatives of digital leadership. Through an integrative literature review drawing on empirical studies, theoretical frameworks, and contemporary discourse on Islamic management, this article argues that transformational and digital leadership serves as the primary catalyst enabling Islamic institutions to transition from conventional bureaucratic governance models toward adaptive, evidence-based, and transparent governance structures. The findings reveal three intersecting dimensions: (1) *Society 5.0* compels Islamic institutions to integrate physical and virtual spaces through technology while preserving Islamic values; (2) Islamic governance, rooted in principles of *shura* (consultation), 'adl (justice), amanah (trust), and *siddiq* (integrity), provides an

ethical corrective to secular governance models; and (3) transformational leadership bridges technological potential with organizational competencies, creating sustainable value aligned with Maqasid asy-Syari'ah. This study contributes a synthesized framework for Islamic institutional leaders navigating the tensions between technological disruption and spiritual identity, offering practical implications for governance reform in Islamic educational and philanthropic organizations

Keywords: Islamic Governance; Society 5.0; Transformational Leadership

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INTRODUCTION

The rapid development of the Society 5.0 era a human centered society that integrates advanced digital technology into every aspect of social life has fundamentally transformed the landscape in which various organizations operate, including Islamic institutions. Unlike the previous Industry 4.0 paradigm, which prioritized technological efficiency and automation, Society 5.0 explicitly places human well-being and social harmony at the center of technological progress. This paradigm shift creates a unique set of challenges and opportunities for Islamic institutions, which have historically operated within relatively stable organizational frameworks, guided by theological principles and traditional governance structures.

Islamic institutions including madrasahs, pesantren, Islamic universities, mosques, and philanthropic organizations such as zakat and waqf bodies occupy a strategic position in Muslim majority societies. These institutions serve not only as centers for religious education and spiritual guidance but also as agents of social transformation, community development, and cultural preservation. However, there is growing empirical evidence that many Islamic institutions are struggling to adapt to the demands of the digital age. Governance structures that have long served their communities effectively are now increasingly perceived as rigid, opaque, and unable to leverage the potential of digital technology to improve services, accountability, and stakeholder engagement.

The concept of governance, broadly understood as a system of rules, practices, and processes that guide and control an institution, has received significant attention in the literature on Islamic management. Scholars have articulated a distinctive model of Islamic governance, rooted in the objectives of Islamic law (*Maqasid asy-Syari'ah*), which prioritizes human welfare (*maslahah*) and integrates ethical principles such as *shura* (consultation), *‘adl* (justice), *amanah* (trust), and *siddiq* (integrity) into organizational decision making. This framework offers a compelling alternative to secular governance models that often neglect the moral and spiritual dimensions of institutional administration.

At the same time, leadership has emerged as a critical variable in explaining the differential capacity of Islamic institutions to innovate and adapt. Transformational leadership, characterized by visionary thinking, intellectual stimulation, and the capacity to inspire collective commitment to change, has been identified as a key mechanism enabling organizations to navigate turbulent environments. In the context of Society 5.0, digital

leadership which extends the competencies of transformational leadership into the domain of technology governance becomes an equally vital capacity. Leaders capable of orchestrating the integration of digital tools while preserving institutional values and deepening stakeholder trust will be well positioned to enable sustainable governance innovation.

Although the importance of Islamic governance and leadership is increasingly recognized in the academic literature, few studies have systematically examined how these two constructs interact to shape governance innovations in Islamic institutions within the context of Society 5.0. Previous research has tended to treat Islamic governance and leadership separately, or without sufficient attention to the specific technological imperatives of this era. This gap represents a significant limitation for both theory and practice: institutional leaders lack an integrated conceptual framework to guide governance reforms, while academics do not yet have a synthesized understanding of how Islamic values, leadership behaviors, and digital transformation intersect.

This article addresses this gap by presenting a conceptual analysis of the role of leadership in driving innovation in the governance of Islamic institutions in the Society 5.0 era. Using an integrative literature review, this study synthesizes insights from three interrelated domains: (1) the implications of Society 5.0 for Islamic institutional governance; (2) the principles and conceptual architecture of Islamic governance; and (3) the mechanisms through which transformational and digital leadership catalyze governance innovation. This article argues that effective leadership is not merely an enabler of technology adoption, but a mediating force that reconciles the demands of digital transformation with the ethical imperatives of Islamic tradition, creating institutions that are both innovative and grounded in a solid spiritual foundation.

The significance of this study lies in its contribution to the rapidly growing field of Islamic management studies, as well as its relevance to leaders of Islamic institutions navigating the complexities of the digital age. By articulating an integrated framework that links the imperatives of Society 5.0, the principles of Islamic governance, and leadership competencies, this study offers a roadmap for governance reform that is both theoretically grounded and practically applicable. The ultimate goal is to support Islamic institutions in fulfilling their dual mandate: as repositories of Islamic values and as dynamic contributors to the social, educational, and economic well-being of the communities they serve. Against this backdrop, a significant research gap exists: there is no comprehensive study that synthesizes the relationship between Islamic governance, transformational leadership, and institutional innovation within the context of Society 5.0 in an integrated manner. Therefore, this research aims to fill this gap by offering an integrative conceptual framework

METHOD

This study employs an integrative literature review as its primary method. Unlike a systematic review, which synthesizes only empirical studies with homogeneous research designs, an integrative review allows for the combination of various types of literature including empirical studies, conceptual reviews, theoretical frameworks, and policy documents making it more suitable for building a holistic understanding of complex phenomena such as the governance of Islamic institutions in the Society 5.0 era.

The literature review was conducted through a systematic search of academic databases, including Google Scholar, Scopus, and DOAJ, using a selective combination of keywords: Islamic governance, Society 5.0, transformational leadership, digital leadership,

Islamic institutions, *Maqasid asy-Syari'ah*, and their Indonesian equivalents. The search was limited to publications from 2020–2026 to ensure relevance to contemporary developments, with an exception for foundational works that have significant theoretical contributions outside that timeframe.

The inclusion criteria applied include: (1) direct relevance to one of the three research domains (Society 5.0, Islamic governance, and innovative leadership); (2) publication in a reputable journal or verified academic publisher; and (3) availability in Indonesian or English. Literature consisting of opinions without adequate theoretical support was excluded from the analysis.

The analysis and synthesis were conducted through a critical review of all literature meeting the criteria, by identifying recurring themes, conceptual tensions, and propositions that could be synthesized into an integrated framework. This process yielded three thematic clusters that form the structure of the article's discussion: (1) the implications of Society 5.0 for Islamic institutions, (2) the concepts and principles of Islamic governance, and (3) the role of leadership in driving governance innovation. These three clusters were then analyzed relationally to formulate the article's central argument.

This approach was chosen because it aligns with the research's conceptual-analytical objectives, namely to produce a new conceptual framework that bridges the domains of study that have traditionally operated separately in the literature on Islamic management.

RESULTS AND DISCUSSION

1. Results

This study has demonstrated that effective leadership is the central pillar of governance innovation in Islamic institutions as they navigate the demands of the Society 5.0 era. Through an integrative analysis of three intersecting domains the imperatives of Society 5.0, the principles of Islamic governance, and the mechanisms of transformational and digital leadership this article has articulated a coherent conceptual framework with significant implications for both theory and practice.

The Society 5.0 era fundamentally challenges Islamic institutions to reconfigure their governance architecture. The integration of physical and virtual spaces through advanced technology is not merely a technical endeavor; it demands a profound cultural transformation within organizations that have long prioritized tradition and stability. Islamic institutions cannot remain passive recipients of technological change. Instead, they must become proactive architects of digital governance systems that harness the potential of technology while remaining grounded in the ethical and spiritual foundations of Islamic tradition.

Islamic governance, as articulated through the framework of *Maqasid al-Shari'ah*, offers a rich and coherent normative architecture for this transformation. The principles of *shura*, *'adl*, *amanah*, and *siddiq* are not obsolete relics of pre modern legal traditions; rather, they are timeless organizational values that resonate strongly with contemporary demands for participatory, transparent, and accountable governance. When properly operationalized, the principles of Islamic governance provide a distinctive and robust alternative to purely secular governance models an alternative capable of integrating the ethical imperatives of the Islamic tradition with the performance imperatives of the digital age.

Transformational and digital leadership emerge from this analysis as critical mediating mechanisms that enable Islamic institutions to realize the governance potential of

Society 5.0 without sacrificing their institutional identities. Leaders who combine visionary thinking, technological competence, and a deep commitment to Islamic values are uniquely positioned to navigate the tensions inherent in institutional transformation. They serve not merely as change managers, but as guardians of institutional identity, ensuring that governance innovations strengthen, rather than erode, the spiritual and ethical foundations of Islamic institutions.

The practical implications of this study are significant. Islamic educational institutions, philanthropic organizations, and various other Islamic bodies need to make a strategic investment in developing leaders who possess digital leadership competencies as well as a deep understanding of the principles of Islamic governance. Governance reform initiatives must be designed with explicit attention to the integration of technology and Islamic values, avoiding the temptation to uncritically adopt secular governance models. Furthermore, policymakers and institutional boards need to create an environment conducive to governance experimentation and innovation, providing leaders with the organizational legitimacy and resources necessary to drive meaningful change.

From a theoretical perspective, this study contributes to an integrative framework that bridges the fields of Islamic management, organizational leadership theory, and the emerging literature on Society 5.0. Future empirical research should test the propositions put forward in this framework across various institutional contexts, examining how variables such as institutional size, geographical context, and the specific nature of technology adoption moderate the relationship between leadership and governance innovation. Longitudinal studies tracking governance transformations in Islamic institutions over time would be highly valuable, as would comparative studies examining differences between Islamic and non-Islamic institutional contexts.

2. Discussion

a. Society 5.0 and Its Implications for Islamic Institutions

The concept of Society 5.0 is an evolution of previous concepts. As we know, Society 1.0 refers to the era when humans were still in the hunting phase and had just discovered writing; Society 2.0 is the agricultural era when humans began practicing farming; Society 3.0 marks the industrial era, when humans started using machines to assist with daily activities; Society 4.0 is the era when humans became familiar with computers and the internet; and Society 5.0 is the era where all technology is an integral part of humanity itself. The internet is not merely used for sharing information but for living life.¹

The Society 5.0 era demands that Islamic institutions adopt a human-centered paradigm that integrates physical and virtual spaces through advanced technology, thereby necessitating a transformation in governance from a conventional bureaucratic model to a data-driven, adaptive structure.² In this context, digital leadership serves as the primary

¹ Miswar Saputra dan Murdani Murdani, "Society 5.0 sebagai Tantangan Terhadap Pendidikan Islam," *ISLAMIC PEDAGOGY: Journal of Islamic Education* 1, no. 2 (2023): 132–45, <https://doi.org/10.52029/ipjie.v1i2.158>.

² John Olayemi OKunlola dan Suraiya Rathankoomar Naicker, "Digital Leadership in Education: A Bibliometric Analysis of Research Trends from 1993 to 2024," *F1000Research* 14 (September 2025): 687, <https://doi.org/10.12688/f1000research.166667.2>.

catalyst—not merely managing technological infrastructure, but reconstructing organizational culture through cross-sector collaboration and continuous innovation.³

As revealed in an empirical study on the digital transformation of religious institutions, visionary leaders are able to balance the preservation of religious values with the adoption of technology, creating “power capital” that enables institutions to function as agents of change within the social innovation ecosystem.⁴ Direct implications for Islamic institutions include the urgency of developing governance based on evidence-based policy making, digital transparency, and active stakeholder participation a shift that positions leadership as the key determinant of successful institutional adaptation amid technological disruption.⁵

b. Concepts and Principles of Islamic Governance (Islamic Governance)

Islamic governance is a managerial paradigm that integrates Islamic theological values with modern governance principles, grounded in the concept of *Maqasid asy-Syari'ah* (the objectives of Islamic law), which places human welfare (*maslahah*) at the core of every organizational policy.⁶ Unlike conventional models focused on profit maximization, Islamic governance prioritizes fundamental principles such as *shura* (consultation), *'adl* (justice), *amanah* (trust), and *siddiq* (integrity) as the ethical foundation for decision making.⁷

Within this conceptual framework, leadership is not viewed as hierarchical domination, but rather as service (*khidmah*) that is accountable vertically to Allah and horizontally to stakeholders, creating a system of checks and balances rooted in spirituality.⁸ As highlighted in studies on the implementation of Islamic governance in philanthropic institutions, these principles of virtuous governance serve as a corrective to secular governance, which tends to neglect the moral and spiritual dimensions in organizational administration.¹⁰

³ Raden Feizal, “Engaruh Hygiene Factors dan Motivating Factors Terhadap Kepuasan Kerja dan Dampaknya Terhadap Organizational Citizenship Behavior (OCB),” *Jurnal MIX* 5, no. 3 (2015): 481–99.

⁴ Daniel Ronda dkk., “Spiritual Leaders in the Digital Age: A Study of the Impact of Digitalization on Spiritual Ministry,” dalam *Proceedings of the International Conference on Theology, Humanities and Christian Education 2022 (ICONTHCE 2022)*, vol. 802, ed. oleh Sonny Eli Zaluchu dkk., *Advances in Social Science, Education and Humanities Research* (Atlantis Press SARL, 2023), https://doi.org/10.2991/978-2-38476-160-9_12.

⁵ Nasywa Hafizah dkk., “Kepala Sekolah Sebagai Pemimpin Visioner Di Era Society 5.0,” *AT-TARBIYAH: Jurnal Penelitian dan Pendidikan Agama Islam* 2, no. 1 (2024): 248–54

⁶ Mariah Darus @. Mat Junus dkk., “Ethical Governance through Maqasid Shariah Perspective: A Conceptual Framework,” *International Journal of Academic Research in Business and Social Sciences* 14, no. 10 (2024): Pages 920-932, <https://doi.org/10.6007/IJARBS/v14-i10/23148>.

⁷ Rosalina Pebrica Mayasari dkk., “PRINSIP-PRINSIP TATA KELOLA BERAKHLAK LEMBAGA FILANTROPI ISLAM,” *Jurnal Riset Akuntansi Tridianti (Jurnal Ratri)* 5, no. 1 (2023): 85–94, <https://doi.org/10.52333/ratri.v5i1.438>.

⁸ Shakir Hussain dan Ashfaq Ahmed, “Maqasid al-Shariah and Its Influence on Islamic Governance and Policy: A Framework for Contemporary Reform,” *Journal of Religion & Society(JR&S)* 4, no. 3 (2025): 277–87.

⁹ Eri Susanti dkk., *Kepemimpinan dalam Bingkai Pendidikan Islam* (PT Penerbit Qriset Indonesia, 2025).

¹⁰ Rosalina Pebrica Mayasari dkk., “PRINSIP-PRINSIP TATA KELOLA BERAKHLAK LEMBAGA FILANTROPI ISLAM.”

Therefore, Islamic governance offers a systemic alternative capable of addressing the challenges of modern complexity without sacrificing Islamic identity and values.

c. The Role of Leadership in Driving Governance Innovation

Transformational leadership serves as the primary catalyst for driving governance innovation in Islamic institutions in the Society 5.0 era, where leaders do not merely manage operations but reconstruct organizational culture through an inspiring vision and intellectual stimulation. In this context, digital leadership becomes an essential prerequisite that combines technical competence with strategic capacity to orchestrate change, creating an environment conducive to both exploring innovation and leveraging existing capabilities.¹¹

As demonstrated in empirical studies of the public sector, transformational leadership fosters organizational innovation and transparency, leading to enhanced institutional legitimacy and operational success.¹² Leaders of Islamic institutions are required to adopt a human-centered approach that balances the exploration of new technologies with the application of Islamic values, ensuring that governance innovations are not only responsive to digital disruption but also preserve the spiritual and ethical essence as the foundation of service.¹³ Thus, effective leadership in this context serves as a mediator between technological potential and organizational competence, ensuring that governance transformation generates sustainable value creation aligned with the objectives of *Maqasid asy-Syari'ah*.¹⁴

CONCLUSION

Islamic institutions stand at a critical crossroads. The Society 5.0 era presents both urgent challenges and profound opportunities: the challenge of adapting to technological disruption, and the opportunity to demonstrate that Islamic values and governance principles are not obstacles to innovation, but rather its most enduring foundation. Realizing these opportunities requires leaders who are visionary, technologically competent, and spiritually grounded leaders who understand that the highest aspiration of governance innovation is not merely organizational efficiency, but the realization of *Maqasid asy-Syari'ah*: the comprehensive well being of humanity and the communities they inhabit.

¹¹ Hilda Yulianti, *KEPEMIMPINAN DALAM INOVASI ORGANISASI Teori dan Pengembangan Kompetensi* (CV WIDINA MEDIA UTAMA, 2025).

¹² Vissanu Zumitavan dkk., "Transformational Leadership Cultivating Innovation and Transparency in Local Government Organisations, Thailand," *Journal of Open Innovation: Technology, Market, and Complexity* 11, no. 3 (2025): 100626, <https://doi.org/10.1016/j.joitmc.2025.100626>.

¹³ Zainul Hakim dkk., *Pendidikan Islam di Era 5.0: Inovasi Kurikulum, Metode, dan Teknologi* (Penerbit Buku Sonpedia, 2026).

¹⁴ Hafizah dkk., "Kepala Sekolah Sebagai Pemimpin Visioner Di Era Society 5.0."

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