



INTEGRATING PATH–GOAL LEADERSHIP AND PROPHETIC LEADERSHIP: A SLR OF LEADERSHIP MODELS IN CONTEMPORARY DA'WAH ORGANIZATIONS

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Abstract

Contemporary da'wah organizations operate in increasingly complex social and digital environments, requiring leadership models that are adaptive while remaining grounded in Islamic values. Although the Path–Goal leadership theory has been widely applied in organizational studies, its integration with Prophetic leadership within the context of da'wah organizations remains conceptually underexplored. This study aims to develop an integrated leadership framework by synthesizing Path–Goal leadership theory with Prophetic leadership principles for contemporary da'wah organizations. This study employs a Systematic Literature Review (SLR) using a thematic synthesis approach. Relevant national and international scholarly publications on leadership, Islamic leadership, and da'wah management were systematically identified, screened, and analyzed through open coding, thematic categorization, and conceptual synthesis to construct an integrated theoretical framework. The review demonstrates that leadership effectiveness in da'wah organizations cannot be achieved through a single leadership style. Instead, effective leadership emerges from the dynamic integration of four Path–Goal leadership styles directive, supportive, participative, and achievement-oriented leadership with Prophetic leadership values, including trustworthiness (*amanah*), truthfulness (*sidq*), wisdom (*faṭānah*), and effective communication (*tablīgh*). This integrated framework enhances organizational adaptability, strengthens member engagement, supports innovation in digital da'wah, and improves organizational performance while preserving Islamic ethical principles. This study contributes to the literature by proposing a novel conceptual framework that bridges modern leadership theory and Islamic leadership philosophy within da'wah organizations. The synthesis extends the application of Path–Goal leadership theory beyond conventional organizational settings and offers a theoretically grounded reference for future empirical research as well as practical guidance for leadership development in Islamic nonprofit organizations.

Keywords: Path–Goal Leadership; Prophetic Leadership; Da'wah Organizations; Islamic Leadership; Systematic Literature Review; Organizational Management.

PUBLIC INTEREST STATEMENT

Da'wah organizations are increasingly challenged by rapid digital transformation, evolving social dynamics, and changing patterns of religious engagement. These developments

require leadership approaches that are both adaptive and firmly grounded in Islamic values. Despite the normative guidance provided by the Qur'an on leadership and governance, a significant gap remains between these principles and their implementation in contemporary organizational practice. By integrating the four leadership styles of the Path–Goal Theory directive, supportive, participative, and achievement-oriented with the values of Prophetic leadership, this study proposes a conceptual framework that can assist *da'wah* organizations in developing flexible, professional, and ethically grounded leadership. The proposed framework contributes to strengthening organizational effectiveness while preserving the moral and spiritual foundations of Islamic leadership.

INTRODUCTION

The rapid expansion of digital technologies and the continuous transformation of social values have fundamentally reshaped the practice of *da'wah* as a form of Islamic communication. Traditionally centered on mosques, religious gatherings, and face-to-face interactions, contemporary *da'wah* increasingly relies on digital platforms to engage broader, more diverse, and highly critical audiences. Consequently, *da'wah* is no longer confined to the transmission of religious knowledge but has evolved into a strategic instrument for promoting social awareness, ethical responsibility, and community resilience in an increasingly interconnected society. As argued by Ariska (2025), contemporary *da'wah* communication plays a crucial role in fostering social cohesion and strengthening moral consciousness within digital communities. The growing complexity of contemporary society has also intensified scholarly interest in the governance and leadership of Islamic organizations. Accelerated technological innovation, cultural diversity, political transformation, and globalization have substantially altered the operational environment of *da'wah* organizations. Beyond disseminating Islamic teachings, these organizations are now expected to strengthen social capital, facilitate community development, and provide moral guidance in rapidly changing environments. Achieving these objectives requires organizational structures and leadership systems that are adaptive, effective, and responsive to emerging societal challenges.

Leadership challenges confronting *da'wah* organizations are multidimensional. Internally, organizations must address issues related to human resource management, organizational restructuring, leadership succession, and institutional sustainability. Externally, they face increasing pressures resulting from digital transformation, globalization, changing religious attitudes, and evolving communication patterns. These challenges demand leadership models capable of balancing organizational effectiveness with ethical responsibility. Within the Islamic tradition, the Qur'an provides comprehensive normative guidance concerning leadership, accountability, consultation (*shūrā*), and delegation of authority. However, translating these normative principles into effective organizational governance remains a significant challenge.

Although the Qur'an establishes a comprehensive ethical framework for leadership and organizational responsibility, substantial gaps persist between these ideals and their practical implementation within contemporary *da'wah* organizations. Many institutions continue to experience difficulties in integrating Qur'anic leadership principles into formal organizational structures, strategic decision-making processes, and systems of delegation. Meanwhile, leadership theory has evolved considerably from early trait- and authority-based perspectives toward more relational, transformational, and contingency-oriented approaches that emphasize motivation, participation, empowerment, and leader–follower interaction. Within Islamic scholarship, these contemporary perspectives are enriched by the Prophetic model of leadership, which embodies justice, integrity, wisdom, trustworthiness, and visionary guidance. Previous studies consistently demonstrate that these Prophetic values contribute significantly to organizational effectiveness, social cohesion, and institutional credibility in Islamic organizations (Fahmy et al., 2025).

Nevertheless, limited research has systematically integrated modern leadership theories with Islamic leadership principles within the specific context of *da'wah* organizations. Among contemporary leadership perspectives, the Path Goal Theory provides a particularly relevant framework because it emphasizes leaders' ability to adapt their behavior according to followers' needs and organizational contexts. The theory identifies four complementary leadership styles: directive, supportive, participative, and achievement-oriented leadership that enhance employee motivation and organizational performance under different situational conditions. Despite its extensive application across business and public-sector organizations, its theoretical integration with Prophetic leadership values remains underdeveloped in Islamic organizational studies.

Addressing this research gap, the present study aims to develop an integrated conceptual framework for leadership in contemporary *da'wah* organizations by synthesizing the Path–Goal Theory with the principles of Prophetic leadership through a Systematic Literature Review (SLR). Rather than examining leadership styles independently, this study explores how adaptive leadership behaviors can be harmonized with Islamic ethical values to produce a more comprehensive leadership model that is responsive to organizational complexity while remaining faithful to Islamic teachings. Effective leadership requires the capacity to employ different leadership styles according to changing organizational circumstances. No single leadership approach is universally applicable because each possesses distinct strengths and limitations depending on organizational conditions. Within the context of *da'wah*, leadership extends beyond managerial competence to encompass moral responsibility and spiritual accountability. Leaders are expected to guide their communities toward organizational excellence while pursuing the broader objectives of Islamic values and societal welfare. Consequently, *da'wah* leadership incorporates educational, exemplary, and managerial responsibilities simultaneously (Akbar, 2017). Sakdiah et al. (2024) further identify essential leadership characteristics including self-awareness, empathy, openness to diverse perspectives, respect for others, intellectual competence, resilience, and effective communication that support collaborative and innovative organizational environments.

Organizational performance also depends heavily on leaders' ability to motivate human resources and manage institutional capacity effectively. Leadership quality influences employee commitment, organizational culture, and the successful achievement of institutional objectives. In Islamic management, leadership is fundamentally rooted in faith (*īmān*), obedience to Allah, and commitment to the teachings of the Qur'an and Sunnah. Accordingly, Islamic leadership involves inspiring, motivating, and directing organizational members toward shared objectives while maintaining ethical integrity (Leliana & Castrawijaya, 2024). This study contributes to the literature in two important ways. First, it advances leadership theory by proposing a novel conceptual synthesis that integrates the contingency perspective of the Path Goal Theory with the ethical foundations of Prophetic leadership. Second, it provides practical guidance for managers of *da'wah* organizations by offering an adaptive leadership framework capable of addressing contemporary organizational challenges while preserving Islamic values. The proposed framework also establishes a theoretical foundation for future empirical investigations into leadership effectiveness within Islamic nonprofit organizations.

LITERATURE REVIEW

Leadership Theory

Leadership is generally understood as a process through which individuals influence others to achieve shared organizational goals. Rather than merely exercising authority, effective leadership involves establishing a clear vision, motivating followers, coordinating collective efforts, and fostering organizational commitment. Dicky et al. (n.d.) define leaders as individuals who formulate organizational objectives, inspire followers, and encourage commitment toward achieving common goals. Similarly, Kumar Sharma and Jain (2013) describe leadership as the process of directing and influencing individuals or groups to accomplish shared objectives through effective guidance and coordination. The understanding of leadership has evolved considerably over the past century. Earlier perspectives largely viewed leadership as an innate characteristic possessed by a limited number of individuals. Contemporary leadership research, however, recognizes leadership as a dynamic capability that can be developed through learning, experience, and organizational practice. Leadership effectiveness is therefore influenced not only by personal traits but also by values, ethical principles, cognitive abilities, and contextual adaptation. Akbar (2017) further emphasizes that leadership represents a purposeful process of directing collective efforts toward meaningful organizational objectives while motivating followers to actively contribute to their achievement.

Leadership in Da'wah Organizations

Within Islamic organizational contexts, leadership extends beyond managerial competence to encompass moral, ethical, and spiritual responsibilities. Leaders of *da'wah* organizations are responsible for performing essential managerial functions, including planning, organizing, implementing, coordinating, and controlling organizational activities while ensuring that these processes remain consistent with Islamic principles (Leliana & Castrawijaya, 2024). Consequently, leadership in *da'wah* organizations integrates organizational effectiveness with religious accountability. Da'wah management has emerged as a distinct interdisciplinary field that combines modern management principles with Islamic values. While management is often associated with secular organizational theories, *da'wah* reflects an Islamic worldview that seeks to balance worldly organizational performance with spiritual objectives. The integration of these two perspectives has created a specialized discipline aimed at enhancing the professionalism, sustainability, and effectiveness of Islamic organizations without compromising their religious identity (Sumardianto, 2025). As *da'wah* organizations increasingly operate within complex social and digital environments, leadership must simultaneously address organizational performance, ethical governance, and community engagement.

Path–Goal Leadership Theory

Among contingency-based leadership theories, the Path–Goal Theory provides a comprehensive framework for explaining how leaders enhance follower motivation and organizational performance by adapting their leadership behaviors to situational demands. Originally developed by House (1971), the theory proposes that leaders improve follower satisfaction and effectiveness by clarifying goals, removing obstacles, and selecting leadership behaviors that correspond to followers' characteristics and environmental conditions. The theory identifies four complementary leadership styles. Directive leadership emphasizes clear instructions, structured guidance, and explicit performance expectations, making it particularly appropriate in situations characterized by ambiguity or low organizational structure. Supportive leadership focuses on interpersonal relationships, psychological well-being, and creating a positive organizational climate.

Participative leadership encourages consultation and collaborative decision-making, thereby strengthening organizational commitment and innovation. Finally, achievement-oriented leadership motivates followers to pursue challenging goals while fostering continuous improvement and high performance. Rather than functioning independently, these four leadership styles are situationally complementary. Effective leaders continuously adjust their leadership behaviors according to organizational needs, environmental uncertainty, and followers' capabilities. This adaptive perspective makes the Path–Goal Theory particularly relevant for organizations operating in dynamic environments characterized by technological disruption and organizational complexity.

Integrating Path–Goal Leadership with Prophetic Leadership

Although the Path–Goal Theory has been widely applied in business, education, and public administration, its integration with Islamic leadership remains relatively underexplored. Within *da'wah* organizations, leadership effectiveness depends not only on managerial adaptability but also on adherence to Islamic ethical values derived from the Qur'an and the Prophetic tradition. This study proposes that effective leadership in *da'wah* organizations emerges from integrating the four Path–Goal leadership styles with the principles of Prophetic leadership. The Prophetic leadership model emphasizes core Islamic values, including *ṣidq* (truthfulness), *amānah* (trustworthiness), *tablīgh* (effective communication), and *faṭānah* (wisdom). These ethical principles provide the normative foundation upon which adaptive leadership behaviors can be exercised.

Accordingly, directive leadership facilitates organizational clarity and accountability, supportive leadership promotes compassion and mutual care, participative leadership reflects the Islamic principle of *shūrā* (consultation), and achievement-oriented leadership encourages excellence (*iḥsān*) and continuous organizational improvement. The integration of these leadership dimensions establishes a comprehensive conceptual framework capable of addressing both internal organizational challenges including human resource management, leadership succession, and institutional governance and external challenges such as digital transformation, globalization, and changing patterns of religious engagement. Based on this conceptual synthesis, this study proposes that leadership effectiveness in contemporary *da'wah* organizations depends on leaders' ability to flexibly combine directive, supportive, participative, and achievement-oriented leadership behaviors while consistently grounding organizational decision-making in Islamic ethical principles. This integrated framework extends the theoretical application of the Path–Goal Theory by incorporating Prophetic leadership values and provides a foundation for future empirical research on leadership effectiveness within Islamic nonprofit organizations.

METHOD

This study employed a qualitative Systematic Literature Review (SLR) to identify, critically evaluate, and synthesize existing scholarly evidence concerning leadership models in *da'wah* organizations, with particular emphasis on the integration of the Path–Goal Leadership Theory and Prophetic leadership principles. The SLR approach was selected because it enables a rigorous and transparent synthesis of previous research while facilitating the development of a comprehensive conceptual framework rather than testing causal relationships through empirical data collection. The literature search focused on peer-reviewed national and international publications addressing leadership, Islamic leadership, *da'wah* management, organizational governance, and the Path–Goal Leadership Theory. Relevant studies were identified through major academic databases using combinations of keywords such as *leadership*, *Path–Goal leadership*, *Prophetic leadership*, *Islamic leadership*, *da'wah organizations*, *Islamic*

organizations, and organizational management. Reference lists of eligible publications were also examined to identify additional relevant studies.

The selection of literature followed purposive inclusion criteria to ensure conceptual relevance and academic quality. Studies were included if they: discussed leadership theories or leadership practices within organizational contexts; examined leadership from Islamic or *da'wah* perspectives; addressed organizational governance, management, or leadership effectiveness; and provided conceptual or empirical evidence relevant to integrating modern leadership theories with Islamic leadership principles. Publications that did not directly address leadership in organizational or Islamic contexts, duplicate records, and studies lacking sufficient scholarly rigor were excluded from the review. Relevant information was systematically extracted from each selected study, including research objectives, theoretical foundations, methodological approaches, principal findings, and implications for leadership theory and practice. To enhance the credibility of the synthesis, priority was given to peer-reviewed journal articles published in reputable national and international journals with clear methodological descriptions and substantial theoretical contributions. The selected literature was analyzed using thematic synthesis, a widely adopted qualitative synthesis technique in systematic literature reviews. The analytical process consisted of three sequential stages. First, open coding was conducted to identify key concepts related to leadership behaviors, organizational governance, Islamic values, and *da'wah* management. Second, conceptually similar codes were grouped into broader thematic categories through thematic grouping. Finally, these themes were integrated through conceptual synthesis to develop an analytical framework explaining how the four Path–Goal leadership styles (directive, supportive, participative, and achievement-oriented leadership) can be integrated with Prophetic leadership values in contemporary *da'wah* organizations.

Because this study is qualitative and conceptual in nature, no quantitative variables or statistical analyses were employed. Instead, methodological rigor was maintained through a transparent literature selection process, systematic thematic analysis, and continuous comparison across studies to ensure conceptual consistency and analytical validity. The resulting framework represents a theoretically grounded synthesis of contemporary leadership literature and Islamic leadership scholarship rather than an empirical validation of causal relationships. The methodological procedure adopted in this study provides a replicable foundation for future empirical research investigating the effectiveness of the proposed integrated leadership framework within Islamic nonprofit and *da'wah* organizations.

RESULT

The thematic synthesis identified five major themes describing how the integration of Path–Goal leadership and Prophetic leadership contributes to leadership effectiveness in contemporary *da'wah* organizations.

Directive Leadership: Enhancing Organizational Clarity

The reviewed literature consistently indicates that directive leadership contributes to organizational effectiveness by providing clear guidance, defining roles and responsibilities, and establishing structured work procedures. This leadership style reduces uncertainty among organizational members and improves coordination, particularly in *da'wah* organizations with diverse human resources or newly developed institutional structures (House, 1971; Azizah et al., 2025). The synthesis further suggests that directive leadership facilitates the implementation of standardized operational procedures, including work guidelines, performance targets, and organizational accountability.

Supportive Leadership: Strengthening Organizational Commitment

Supportive leadership emerged as an important theme for fostering trust, psychological well-being, and interpersonal relationships within da'wah organizations. Studies consistently emphasize that leaders who demonstrate empathy, mentoring, appreciation, and concern for members' welfare are more successful in enhancing organizational commitment and volunteer motivation. These practices strengthen organizational cohesion and contribute to long-term institutional sustainability (Sakdiah et al., 2024).

Participative Leadership: Encouraging Innovation and Adaptability

The synthesis demonstrates that participative leadership promotes collaborative decision-making and organizational innovation. Involving members in strategic planning, consultation (*shūrā*), and program development increases organizational responsiveness to digital transformation and changing societal expectations. The reviewed literature also highlights that participative leadership encourages knowledge sharing and facilitates the adoption of innovative da'wah communication strategies across digital platforms (Leliana & Castrawijaya, 2024; Sumardianto, 2025).

Achievement-Oriented Leadership: Improving Organizational Performance

Achievement-oriented leadership emphasizes continuous improvement through challenging performance standards, measurable organizational targets, competency development, and systematic evaluation. The reviewed studies suggest that this leadership style strengthens institutional professionalism by encouraging continuous learning, performance assessment, and innovation in da'wah management (Azizah et al., 2025).

Integrating Path–Goal and Prophetic Leadership

Across all reviewed studies, leadership effectiveness becomes more comprehensive when the four Path–Goal leadership styles are integrated with the Prophetic leadership values of *ṣidq* (truthfulness), *amānah* (trustworthiness), *tablīgh* (effective communication), and *faṭānah* (wisdom). This integrated framework enables leaders to balance organizational adaptability with Islamic ethical principles while responding effectively to contemporary organizational challenges.

Table 1. Thematic Synthesis of Integrated Leadership in Da'wah Organizations

Theme	Main Findings	Organizational Implications	Supporting Literature
Directive Leadership	Clarifies roles, responsibilities, work procedures, and performance expectations.	Improves coordination, accountability, and organizational efficiency.	House (1971); Azizah et al. (2025)
Supportive Leadership	Develops trust, empathy, mentoring, and member well-being.	Strengthens organizational commitment and volunteer motivation.	Sakdiah et al. (2024)
Participative Leadership	Encourages consultation (<i>shūrā</i>), collaboration, and innovation.	Enhances organizational adaptability and digital transformation.	Leliana & Castrawijaya (2024); Sumardianto (2025)
Achievement-Oriented Leadership	Establishes high standards, measurable targets, continuous evaluation, and competency development.	Improves institutional professionalism and organizational performance.	Azizah et al. (2025)
Prophetic Leadership Integration	Integrates <i>ṣidq</i> , <i>amānah</i> , <i>tablīgh</i> , and <i>faṭānah</i> into adaptive leadership.	Balances organizational effectiveness with Islamic ethical values.	Fahmy et al. (2025); Leliana & Castrawijaya (2024)

DISCUSSION

Leadership Effectiveness Through Adaptive Leadership Integration

The present synthesis demonstrates that leadership effectiveness in contemporary da'wah organizations is not determined by the application of a single leadership style but by leaders' ability to adapt their behaviors according to organizational needs while maintaining Islamic ethical principles. This finding reinforces the contingency perspective of the Path–Goal Theory, which argues that effective leaders adjust their leadership behaviors to followers' characteristics and situational demands (House, 1971). Within the context of da'wah organizations, adaptive leadership becomes increasingly important because organizational activities involve diverse stakeholders, rapid technological change, and evolving patterns of religious engagement. Therefore, leadership flexibility is essential for maintaining both organizational effectiveness and Islamic identity.

Alignment Between Path–Goal Leadership and Previous Studies

The findings are consistent with previous studies examining leadership in Islamic organizations. Directive leadership contributes to organizational clarity by establishing structured work procedures and clearly communicating responsibilities, thereby improving coordination and institutional effectiveness (Azizah et al., 2025). Likewise, supportive leadership strengthens interpersonal relationships through empathy, mentoring, and appreciation, which ultimately enhances members' commitment and motivation. Sakdiah et al. (2024) similarly identified self-awareness, empathy, openness, resilience, and communication skills as critical leadership characteristics for motivating members within Islamic organizations.

Participative leadership also emerges as an important strategy for improving organizational adaptability. By encouraging consultation (*shūrā*) and collaborative decision-making, leaders create opportunities for innovation while strengthening organizational commitment. This finding supports Leliana and Castrawijaya (2024), who argue that Islamic leadership extends beyond managerial competence by integrating ethical responsibility, accountability, and collective participation. Furthermore, Sumardianto (2025) emphasizes that contemporary da'wah organizations require adaptive governance capable of responding to digital transformation without compromising Islamic values. Achievement-oriented leadership complements these approaches by encouraging continuous improvement through measurable performance standards, competency development, and systematic organizational evaluation. Together, these four leadership styles create a balanced leadership framework capable of addressing both organizational performance and institutional sustainability.

Integrating Prophetic Leadership into Contemporary Leadership Theory

One of the principal contributions of this review is the conceptual integration of the Path–Goal leadership framework with Prophetic leadership values. While the Path–Goal Theory primarily focuses on improving organizational effectiveness through adaptive leadership behaviors, Prophetic leadership provides the ethical foundation necessary for leadership within Islamic organizations. The values of *ṣidq* (truthfulness), *amānah* (trustworthiness), *tablīgh* (effective communication), and *faṭānah* (wisdom) strengthen leadership legitimacy by ensuring that organizational decisions are guided by Islamic moral principles rather than managerial efficiency alone. This synthesis therefore extends previous arguments proposed by Fahmy et al. (2025), who highlighted the persistent gap between Qur'anic leadership principles and their implementation within contemporary Islamic organizations. By integrating adaptive leadership behaviors with Prophetic ethical values, the proposed framework bridges modern organizational leadership theory and Islamic leadership philosophy. Consequently, leadership effectiveness is

understood not only in terms of organizational performance but also through ethical accountability and spiritual responsibility.

Practical Implications for Da'wah Organizations

The integrated leadership framework has several practical implications for managers of contemporary da'wah organizations. Directive leadership may be employed to establish organizational structures, clarify responsibilities, and standardize operational procedures. Supportive leadership can strengthen member well-being, organizational commitment, and volunteer retention through mentoring and capacity-building initiatives. Participative leadership facilitates innovation by encouraging collaborative planning, consultation, and the adoption of digital communication strategies. Meanwhile, achievement-oriented leadership supports institutional sustainability by promoting measurable organizational targets, continuous competency development, and regular performance evaluation. Rather than applying these leadership styles separately, organizational leaders should integrate them according to organizational conditions while consistently grounding decision-making in the Prophetic values of *ṣidq*, *amānah*, *tablīgh*, and *faṭānah*. Such an integrated approach enables da'wah organizations to remain adaptive, professional, and ethically grounded in increasingly complex social and digital environments.

Theoretical Contribution and Future Research

The present study contributes to the leadership literature by proposing an integrated conceptual framework that combines the situational flexibility of the Path–Goal Theory with the ethical foundations of Prophetic leadership. Unlike previous studies that examined these perspectives independently, this review demonstrates their conceptual compatibility and complementary roles in strengthening leadership effectiveness within Islamic nonprofit organizations. Nevertheless, the proposed framework remains conceptual because it is derived from a Systematic Literature Review rather than empirical investigation. Future research should therefore validate this framework through quantitative studies, structural equation modeling, or multiple case studies involving various da'wah organizations. Empirical examination would provide stronger evidence regarding the relationships between adaptive leadership behaviors, Prophetic leadership values, organizational commitment, innovation, and institutional performance.

CONCLUSION

This Systematic Literature Review demonstrates that leadership effectiveness in contemporary da'wah organizations is best achieved through the integration of the four Path–Goal leadership styles directive, supportive, participative, and achievement-oriented with the ethical values of Prophetic leadership, namely *ṣidq* (truthfulness), *amānah* (trustworthiness), *tablīgh* (effective communication), and *faṭānah* (wisdom). The synthesis indicates that no single leadership style is sufficient to address the increasingly complex organizational, social, and digital challenges faced by contemporary da'wah institutions. Instead, adaptive leadership grounded in Islamic ethical principles enables leaders to enhance organizational performance, strengthen member commitment, foster innovation, and maintain accountability while preserving the moral foundations of Islamic leadership. Accordingly, this study contributes to the leadership literature by proposing an integrated conceptual framework that bridges modern contingency leadership theory with Islamic leadership philosophy in the context of nonprofit da'wah organizations.

The proposed framework has important implications for both theory and practice. Theoretically, it extends the application of the Path–Goal Theory by incorporating Prophetic leadership as its ethical foundation, thereby enriching contemporary leadership discourse within Islamic organizational studies. Practically, it provides a reference for leaders and managers of

da'wah organizations in designing adaptive leadership strategies that are responsive to organizational change while remaining consistent with Islamic values. Nevertheless, this study is limited by its conceptual nature, as the proposed framework is derived solely from a systematic synthesis of existing literature and has not yet been empirically validated. Future research should therefore examine the framework through quantitative, qualitative, or mixed-method approaches across diverse da'wah organizations to evaluate its applicability, identify contextual variations, and assess its influence on organizational effectiveness and leadership performance.

Author Contributions

Conceptualization, M.R.P.M. and C.C.; methodology, M.R.P.M.; formal analysis, M.R.P.M.; writing original draft preparation, M.R.P.M.; writing review and editing, C.C.; supervision, C.C. All authors have read and agreed to the published version of the manuscript.

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During the preparation of this manuscript, the authors used generative artificial intelligence to assist with language refinement, grammar correction, and improving academic writing. The authors carefully reviewed, revised, and validated all AI-assisted outputs and take full responsibility for the content of this publication.

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Conflicts of Interest

The authors declare no conflict of interest.

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