

## The Integration of the Prophetic Leadership Model in Muhammadiyah Hospital Practices in the Digital Era

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### ABSTRACT

A Prophetic leadership provides a moral-spiritual foundation for managing Islamic healthcare institutions in the rapidly evolving digital era. This research investigates the integration of four fundamental prophetic values: *siddiq* (truthfulness), *amanah* (trustworthiness), *fathonah* (wisdom), and *tabligh* (ethical communication), into leadership strategies and Islamic organizational culture by the director of Muhammadiyah Hospitals in Yogyakarta. A qualitative, phenomenological approach was employed to conduct in-depth interviews with five hospital directors, exploring their lived experiences of embodying prophetic values amidst digital transformations and daily governance strategies. The findings identify three integrated themes: (1) digitalization optimizes prophetic values, (2) value-based adaptation in digital transformation to preserve Islamic identity, and (3) ethical decision-making alongside character-oriented human resources development. These strategies foster an Islamic organisational culture characterised by non-blaming, *shura*, empathy, and spiritual discipline. Tauhid serves as the spiritual foundation, while altruistic love enhances prophetic qualities by fostering compassion-driven service. This study offers a conceptual model that integrates prophetic values, leadership strategies, and Islamic organisational culture, providing theoretical and practical guidance for Muhammadiyah Hospital as it navigates digital transformation.

**Keywords:** Prophetic leadership, Leadership strategies, Islamic Organizational Culture, Digital Transformation, Muhammadiyah Hospital

### INTRODUCTION

In the 21st century, digital transformation has become essential for improving the effectiveness, efficiency, transparency, and accountability of public services. (Cahyarini, 2021). In Indonesia's healthcare system, one of the country's primary concerns is that society increasingly demands high-quality, accessible health services as a basic necessity. Therefore, improving hospital performance has become a top priority. Hospital directors' leadership plays a vital role in shaping the organization's direction, service quality, and long-term success. (Aini & Dzakiyullah, 2024). However, the rapid advancement of digital technology does not automatically strengthen human values. This gap highlights the need for leaders who can navigate the complexities of a changing, multicultural environment while upholding Islamic ethical values. (Cahyarini, 2021; Usanto et al., 2023).

Prophetic leadership offers a relevant, value-driven response to contemporary leadership challenges, particularly the decline in moral integrity and human-centered care that often accompanies digital transformation (Ahmad & Ogunsola, 2011; Yusof & Mokhtar, 2023). This approach emphasizes vision, creativity, and improved communication, collaboration, and coordination while remaining faithful to Islamic principles. Based on the four key traits of Prophet Muhammad (PBUH)—*siddiq* (truthfulness), *amanah* (trustworthiness), *fathonah* (wisdom), and *tabligh* (ethical communication)—prophetic leadership provides a moral and emotional foundation that helps leaders manage organizational complexity with honesty, responsibility, discernment, and practical engagement (Fathih et al., 2024; Nik Muhammad, 2015; Retnaningdiah et al., 2023). As technology evolves rapidly and societal expectations for ethical behavior grow, healthcare organizations face significant technical, moral, and spiritual challenges. For Islamic-based institutions such as Muhammadiyah Hospitals, digitalization requires not only operational changes but also a strong commitment to ensure that adopting technology does not compromise the Islamic values at the core of their identity. (Aini, 2020; Salma & Mas'ud, 2023; Saputra & Mas'ud, 2023; Sukaca, 2020).

Contemporary scholarship views prophetic leadership as an approach that combines spiritual awareness with strategic decision-making, emphasizing the importance of values and ethics in leadership. Prior research in Islamic hospitals supports this idea. They demonstrate that emphasizing Islamic values enhances worker motivation, promotes good work habits, and improves overall organizational performance (Putranto et al., 2024; Rahman & Mas'ud, 2022). Studies across various Muhammadiyah hospitals suggest that leaders who exhibit prophetic traits—such as integrity, accountability, compassion, and ethical communication—can foster a supportive work environment, reduce errors, and ensure patient-centered care (Kusnadi, 2022; Usanto et al., 2023). Prophetic leadership goes beyond merely offering spiritual advice. It also involves managing organizations, resolving conflicts, building teams, and personal growth. This aspect is especially vital in healthcare, where rapid changes driven by the digital age occur. Leaders can make their workplaces more ethical, humane, and value-focused by embracing prophetic principles. This approach will help sustain the organization's spiritual and moral foundation as technology continues to advance (Hapsari & Mas, 2018; Raharjani & Mas, 2017). Research on Islamic leadership has been extensive, with particular emphasis on its ethical, spiritual, and prophetic dimensions in organizational contexts. Most existing research remains conceptual and has not thoroughly examined the application of prophetic values in leadership practices at Muhammadiyah hospitals, particularly in the context of digital transformation, which demands efficiency, SOP integration, and managerial innovation. Current research on the implementation of Islamic leadership is primarily confined to quality management and healthcare services, with little emphasis on value-based leadership, which integrates prophetic values with leadership strategies and organizational culture. This study examines the implementation of prophetic leadership in the digital age, drawing on the Quran and Sunnah, particularly within the healthcare sector at Muhammadiyah hospitals in Yogyakarta. This is accomplished through integrating spiritual values, managerial systems, and technological innovation, particularly by examining the knowledge and experience of Muhammadiyah hospital directors in applying prophetic leadership strategies in a digital context.

### LITERATURE REVIEW

Prophetic leadership is rooted in four fundamental Islamic principles: Iman (faith) is true belief; Islam means following the commands of Allah; Taqwa (piety) means always remembering Allah; and Ihsan (excellence) means giving goodness and care while feeling the presence of Allah (Zaim et al., 2024). Fry's (2003) implementation of spiritual leadership comprises two pillars: creating an organizational vision that fosters a sense of ownership and building a socio-organizational culture grounded in altruistic love. Spiritual leadership is a model of leadership grounded in intrinsic motivation, combining vision, altruistic love, hope/faith, a spiritual work environment, and productivity and commitment (Fry, 2003).

Several theoretical frameworks explain the prophetic leadership model implemented in healthcare service practices. According to Nik Muhammad (2015), prophetic leadership is shaped by four main elements that influence the quality of decision-making: personal qualities (e.g., integrity), religious spirituality (intrinsic motivation), principles, and attitudes (e.g., good decision-making). The value of altruism is fundamental because it can improve the quality of decision-making. Leaders will consider common interests, uphold the principle of justice, and avoid personal bias (Nik Muhammad, 2015).

Ahmed's (2019) theory reinforces previous theories by illustrating the strategic leadership of Prophet Muhammad SAW, balancing moral integrity, contextual awareness, and long-term vision. (Ahmed & Amiri, 2019). This theory suggests that prophetic values can guide ethical and strategic actions. The Prophetic Leadership Model for the future complements the two previous perspectives by emphasizing

adaptability, moral resilience, and the spiritual foundation essential for leaders to navigate digital transformation. Leaders function to shape, communicate, and maintain culture by upholding the values they hold (Retnaningdiah et al., 2023).

Prophetic leaders in the digital age can drive change by shaping organizational culture and improving employee performance. Leaders with a long-term vision can create a conducive work environment, strengthen leader-employee relationships, and increase employee engagement, motivation, and loyalty to the organization (Cahyarini, 2021).

According to Organizational Culture and Leadership, organizational culture is a pattern of basic assumptions developed by a group to address external adaptation and internal integration problems. Schein divides organizational culture into three levels: artifacts (visible structures and behaviors), shared values and beliefs, and basic assumptions that are unconscious and shape organizational members' perceptions and behaviors. In this context, leaders act as cultural architects who create, maintain, and transform organizational culture through value socialization and behavior reinforcement (Schein, 2010). These theories provide a comprehensive understanding of the integration of prophetic values, leadership strategies, and Islamic organizational culture in Muhammadiyah hospitals, enabling coexistence while maintaining a balance between technological innovation and spirituality.

## RESEARCH METHOD

### 1. Research Design

This study employed a qualitative phenomenological design to explore the experiences of Muhammadiyah hospital directors in implementing prophetic leadership practices in the digital era.

### 2. Sampling

Participants were selected through purposive sampling, comprising five directors from Muhammadiyah Hospital in Yogyakarta. This sample size is adequate for phenomenological research, as it allows for depth and data saturation.

### 3. Data Collection

Data were collected through semi-structured, in-depth face-to-face interviews. All participants were interviewed in a single session lasting 30-45 minutes. All interviews were recorded with consent and transcribed verbatim. The interview guide included open-ended questions on prophetic values, leadership strategies, and organizational culture.

### 4. Data Analysis

Data were analyzed using Braun and Clarke's six-step thematic analysis: familiarization, initial coding, generating themes, reviewing themes, defining and naming themes, and producing the final report.

### 5. Trustworthiness

Trustworthiness was ensured through credibility (source triangulation, theoretical triangulation, member checking, and peer debriefing), transferability (thick description of context), dependability (audit trail), and confirmability (researcher reflexivity).

### 6. Ethics Considerations

Ethical approval was obtained from the FKIK UMY Ethics Committee. All participants provided written informed consent, and confidentiality and voluntary participation were fully guaranteed.

### 7. Limitations

The study is limited by its small sample size and reliance on in-depth interviews, which may introduce subjective interpretation.

## RESULTS AND DISCUSSION

The research site comprises five Muhammadiyah Hospitals across various regions of Yogyakarta. This location was chosen because each hospital director offers a unique perspective. These perspectives are shaped by differences in region, hospital type, and cultural values within each institution. The study's participants were five hospital directors from Muhammadiyah in the Yogyakarta region. Each director has a distinct background, age, education level, tenure, and hospital type. This variation provides a comprehensive perspective on prophetic leadership practices in the digital era. It also enhances data quality by providing insights into various leadership stages, organizational contexts, and adaptation to digital transformation.

**Table 1. The Characteristics of Research Participants**

No	Code	Age (y.o)	Educational background	Years in tenure	Type of Hospital
1	P1	37	Bachelor's Degree	10 years	D
2	P2	54	Doctoral Degree	5 years	B
3	P3	43	Master's Degree	6 months	C
4	P4	58	Master's Degree Residency	16 years	B
5	P5	48	Master's Degree	3 months	C

This study involved five directors of Muhammadiyah hospitals in the Yogyakarta Region, selected based on variations in hospital type and leadership characteristics that directly affect their leadership style. The age range (37-58 y.o), educational backgrounds (Bachelor's to Doctoral degrees and Residency programs), and tenure (6 months-16 years) inform how each leader approaches prophetic leadership in the digital era. Young leaders such as P1, P3, and P5 work in C- and D-type hospitals with simpler structures, which may shape a more hands-on leadership style. In contrast, P2 and P4, as senior leaders at B-type hospitals, manage higher service complexity and stricter regulations, requiring more strategic and reflective leadership in digitalization. The table above shows the diversity of professional experiences and organizational contexts that shape leaders' interpretations of prophetic values and their approaches to digital strategy. This diversity directly influences their leadership methods in building an Islamic work culture. Thus, the participant profile highlights key factors that help explain how varied leadership backgrounds contribute to the dynamics of prophetic leadership practices in the digital age.

**Table 2. Coding of Participants Interview Results**

Id code	Initial Code	Axial code	Category	Theme	Representative Verbatim Quotations
OC2-P1	Understanding prophetic leadership through the four attributes of Prophet Muhammad PBUH	The core values of prophetic leadership	Understanding prophetic values	Spiritual Foundation of Prophetic Leadership	"Prophetic leadership is about emulating the four attributes of Prophet Muhammad."
OC10-P2	Prophetic leadership is required in a VUCA environment	The urgency of value-based leadership in the digital era			"In the digital era, leadership cannot be separated from honesty, trustworthiness, and spiritual intelligence. These values are indispensable."

<b>OC37-P3</b>	Alignment of prophetic values begins with the leader	Leader role-modelling in value internalization	Islamic character formation		“First, the leader must believe the values before gradually instilling them in employees.”
<b>OC11-P3</b>	Islamic values remain relevant while digital technology is only a tool	Integration of prophetic values with digital technology	Technology as an enabler	Digital transformation	“Digital technology is merely a tool; Islamic values are embedded in attitudes, effort, and work ethics.”
<b>OC23-P2</b>	Prophetic values remain constant, whereas leadership models adapt to their respective eras.	Balance between <i>Tsawabit-Mutaghayyirat</i>	Digital adaptability of leaders	Reinforcement of prophetic values	“The values remain constant, but leadership models and systems must adapt to the times.”
<b>OC65-P1</b>	Digital technology and AI accelerate policy analysis and compliance	Data and AI-driven decision-making	Ethical and evidence-based decisions		“With AI and data summaries, I can accelerate my work and verify whether policies comply with regulations.”
<b>OC87-P4</b>	SIRSMA (Standar Islami Rumah Sakit Muhammadiyah-‘Aisyah) certification standardizes Sharia-based services	Digital integration of Islamic SOP	Digital SOP and service integration		“SIRSMA helps us ensure that services are consistently compliant with Islamic Sharia standards.”
<b>OC90-P1</b>	Case-centered collaboration across professional units	Cross-disciplinary coordination	Collaborative service structure		“The case-centered facilities collaboration among doctors, nurses, and other professionals.”
<b>OC97-P4</b>	SIGAP (Smart, Islami, Gembira, Antusias, dan Profesional) culture as an organizational core value	Internalization of Islamic organizational culture	Service excellence based on Islamic ethics		“The organizational culture we promote is SIGAP as our core values.”
<b>OC85-P4</b>	Islamic service excellence through empathy and courtesy	Organizational culture development	Islamic service behaviour	Strengthening Islamic Organizational Culture	“Islamic service excellence is reflected in greeting, smiling, and treating patients with empathy.”

The table illustrates how prophetic leadership is conceptualized as grounded in spiritual foundations, reinforced by digital transformation, and embedded within Islamic organizational culture, highlighting the integration of prophetic values, digital practices, and organizational norms in the implementation of leadership.

#### Spiritual Foundation of Prophetic Leadership

Participants regard prophetic leadership as a contemporary moral framework essential for managing organizations amid technological development. As a value system, it guides decision-making, behavior, and organizational transformation. Statements P1 and P2 define leadership as a balance among professionalism, technological advancement, and Islamic values, with these elements interconnected. In this framework, prophetic leadership is understood as a value-based form of leadership, rooted in the four foundational qualities of Prophet Muhammad SAW—*siddiq*, *amanah*, *fathonah*, and *tabligh*—as the basis for leadership identity and the internalization of moral practice.

The value of *Siddiq* serves as a foundation for moral integrity, upholding honesty and building trust, thereby supporting the formation of an Islamic work culture. The value of *amanah* extends the value of *siddiq*, whereby honesty is manifested as spiritual responsibility in organizational governance, including digitalization, through efforts to balance system transparency and employee well-being. The value of *fathonah* strengthens a leader's rational and strategic capacity through spiritual intelligence and moral wisdom, particularly in the use of digital technology that remains value-oriented. Meanwhile, the value of *tabligh* serves as a bridge between prophetic values and organizational communication.

Theoretically, these findings align with the Prophetic Leadership Model proposed by Nik Muhammad (2015), which conceptualizes prophetic leadership as the integration of spiritual, intellectual, and social dimensions. In this study, prophetic leadership emerges not merely as a moral ideal but as a strategic foundation that enables organizational sustainability in the digital era. Leaders internalize prophetic values and translate them into organizational policies, management systems, and communication practices, thereby maintaining spiritual orientation while responding to technological change. This model identifies four key dimensions: *personal quality*, *religious spirituality*, *posture*, and *principle*. Together, these dimensions reflect moral integrity, strategic intelligence, and spiritual consciousness in leadership. (Nik Muhammad, 2015). This interpretation is also consistent with Fry's (2003) Spiritual Leadership Theory, which focuses on the constructs of *calling* (the experience of meaning and purpose at work) and *membership* (a sense of belonging within the workplace community as central elements of intrinsic motivation). Within this framework, *Siddiq* and *Amanah* underpin moral integrity (altruistic love), whereas *Tabligh* and *Fathonah* reflect the leader's orientation and adaptability to change in digital environments. (Fry, 2003).

In the Muhammadiyah Hospitals, prophetic leadership is operationalized through a prophetic vision that frames technology not merely as a technical instrument but as a medium for value transformation. This vision is reflected in the use of digital systems to support service innovation, information-based decision-making, and inclusive collaboration in developing Islamic programs within the hospital. This indicates that prophetic values are inherently stable, whereas their implementation may evolve in response to contextual demands. Such a perspective reflects a dynamic understanding in which operational strategies can be modified to align with ongoing digital advancements. This view provides a foundation for integrating prophetic values into modern hospital settings as they navigate digital disruption and a volatile, uncertain, complex, and ambiguous (VUCA) environment. In this context, prophetic values serve as a moral compass, ensuring that innovation remains aligned with Islamic ethical principles.

This demonstrates that prophetic values in Muhammadiyah Hospital are not limited to symbolic or normative expressions but are translated into concrete leadership behaviors and organizational practices. The four core prophetic values serve as practical moral guidelines that shape leadership conduct, ethical decision-making, and managerial practices, thereby providing a spiritual foundation for leadership in the digital transformation.

#### Digital Transformation as Reinforcement of Prophetic Values

The digital transformation in Muhammadiyah Hospitals demonstrates an integrative pattern between technological advancement and the internalization of prophetic values. (Sukaca, 2020). Participants indicated that digitalization functions as an instrument that strengthens the hospital's accountability structure. Digital monitoring systems, data-driven performance evaluation, and integrated standard operating procedures (SOPs) serve as more objective mechanisms of organizational control. Digital systems are used to ensure that work processes operate in a structured, accountable manner. It reflects the operationalization of *siddiq* and *amanah* through transparent, traceable, and verifiable data records.

A consistent value orientation subsequently accompanies digital efficiency. The participants emphasized that organizational adaptation must remain grounded in prophetic values. Adaptive behavior reflects the enactment of *fathonah*, understood as strategic intelligence in aligning technological innovation with the character of Islamic-based service. The notion of a service-oriented leadership system holds that digital technologies facilitate the strengthening of service culture. This perspective aligns with the Strategic Prophetic Leadership framework, which views digital transformation as an opportunity to reconstruct value-driven organizational practices. (Ahmed & Amiri, 2019).

In human resource development practices, the participants combined digital data with mechanisms of moral verification. *A Monday Tabayyun* and *Friday Rehab* programs serve as evaluative processes that ensure that employee guidance is administered fairly and proportionally. *A Monday Tabayyun* is a forum for clarification that involves the relevant coordinators, supervisors, and managers, and includes participation by several colleagues. The purpose is to objectively confirm and assess the condition and causes of not meeting the SPKP target value. At this stage, if a violation is proven, the employee's status will advance to *Friday Rehab*. At this stage, the leadership will apply the provisions and sanctions in accordance with hospital regulations. The application of these regulations will automatically be included in the SPKP assessment under the coaching category, thereby reducing individual performance scores. Conversely, if the *Tabayyun* does not establish guilt, the employee's name will be rehabilitated to protect and restore their reputation and integrity.

These programs aim to verify the accuracy of the situation, indicating that prophetic leadership in decision-making continues to prioritize the clarity of information. This process reflects the principles of *tabayyun* and *adl* in interpreting digital data, thereby ensuring that organizational decisions possess ethical and substantive legitimacy. These findings are consistent with the Prophetic Leadership Model, which emphasizes the *principle* and *posture* dimensions in strategic decision-making. (Nik Muhammad, 2015).

Through this integration, three strategic configurations emerge. First, technology serves as an instrument of moral accountability, reinforcing transparency in decision-making and organizational discipline. Second, digital adaptation represents prophetic intelligence, ensuring alignment between technological innovation and spiritual values. Third, data-driven decision-making is employed without abandoning prophetic principles, whereby digital information is not accepted at face value but is interpreted through the lenses of justice and moral responsibility. These three configurations indicate that digitalization in Muhammadiyah hospitals operates in a normative-strategic manner. Digital transformation serves as a medium for strengthening prophetic values, resulting in governance practices that are more ethical, integrated, and consistent with the organization's Islamic identity.

### Strengthening Islamic Organizational Culture

The internalization of prophetic values is central to the formation of Islamic organizational culture in Muhammadiyah hospitals. Three primary patterns define this process: a non-blaming culture, consistent spiritual development, and the reinforcement of values through digital assessment systems. These patterns, detailed below through participant insights and theoretical framing, illustrate how collective norms shape interaction, decision-making, and work behavior.

The non-blaming culture demonstrates how prophetic values serve as a guide, shifting the organization's focus from blame toward learning and collaboration. This shift, in line with Schein's (2010) framework, illustrates the movement of prophetic values from stated beliefs to core assumptions.

Spiritual development serves as the most consistent mechanism for internalizing these values. Religious study sessions and spiritual guidance in clinical units operate as cultural reinforcement mechanisms that strengthen the organization's moral identity. P5 noted that such activities, which involve both employees and the surrounding community, cultivate a sense of meaning in work and enhance social cohesion. According to Schein's theory, activities performed consistently over time contribute to the formation of basic assumptions—namely, that professionalism and spirituality are inseparable components of service practice.

The prophetic cultural dimension is further manifested using digital performance systems such as IPK (Insentif Prestasi Kerja), and SPKP. SPKP (Sistem Penilaian Kinerja Pegawai) is an employee performance appraisal system implemented through a digital application that uses self-assessment. It supports the cultivation of prophetic values and character traits by integrating worship practices, such as fasting, prayer, and quran recitation, into personal and performance evaluations. IPK is divided into two types: IPK for individuals (IPKI) and IPK for units (IPKU). IPK is calculated every 3 months based on employees' points earned. One of those assessments is the completeness of medical record documentation. The IPKU assesses the entire team in that unit. If the value is lower, the whole team will be affected. This system is designed to highlight the unit's cohesion. It is hoped that, with the presence of IPKI and IPKU, personal quality and teamwork will improve.

These assessment systems serve as instruments for shaping organizational culture through transparent, accountable evaluation processes. When performance indicators encompass collaboration, discipline, and spiritual conduct, prophetic values become embedded as behavioral expectations. The internalization of prophetic values into Islamic organizational culture unfolds through three patterns. First, prophetic values constitute the foundation of an Islamic work culture, exemplified by a non-blaming culture. Second, spiritual development serves as a mechanism of cultural transformation, connecting prophetic values to daily practice. Third, digitalization reinforces value internalization through transparent performance evaluations that align rewards with prophetic behavior. This configuration aligns with the Future Prophetic Leadership model, which emphasizes integrating spiritual values and digital transformation into organizational systems.

### Conceptual Model of Prophetic Leadership in the Digital Era

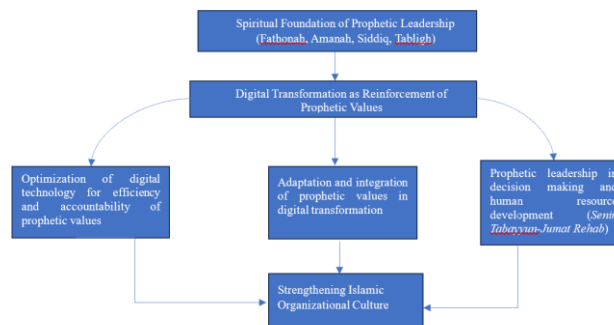


Figure 1. Prophetic Leadership Model in the Digital Era

The integration of the three preceding themes shows that prophetic leadership in Muhammadiyah hospitals comprises three interrelated elements: prophetic values, digital-era leadership strategies, and the formation of Islamic organizational culture. Prophetic values are the core normative framework that shapes how leaders approach organizational dynamics and technological change. These values also provide an epistemic structure to guide leaders in identifying problems, assessing risks, and engaging in strategic reasoning. The value framework shapes

prophetic leadership strategies through enactment, with digital tools such as IPKI, IPKU, SPKP, and *Senin Tabayyun–Jumat Rehab* exemplifying how prophetic values are formally embedded within the organization. These digital systems institutionalize prophetic values, integrating them into daily practice with accountability and traceability. Prophetic values become a strategic capability that guides coherent and purposeful digital transformation. These value-based strategies help create institutional conditions that support an Islamic organizational culture. Practices such as a non-blaming culture, spiritual development activities, religious programs, and spiritual indicators in evaluations suggest that prophetic values have become ingrained as underlying assumptions within managerial systems. As a result, organizational culture is not just an expression of Islamic identity; it is an outcome of strategic actions that place prophetic values at the center of behavioral norms. The integration of prophetic values, digital strategies, and Islamic organizational culture forms a self-reinforcing process. Prophetic values guide leadership strategies; in turn, strategies shape culture, which reinforces those values in daily life. This process explains how Muhammadiyah hospitals maintain spiritual identity while adopting digital technologies. Rather than creating a split between religious values and modernization, this integration leads to prophetic value-driven governance. In this model, prophetic values underpin digital transformation. This study contributes theoretically by proposing an integrative model in which prophetic values serve as the spiritual foundation for digital transformation strategies, which, in turn, reinforce Islamic Organizational culture in Muhammadiyah Hospitals. This perspective extends prophetic leadership theory by demonstrating that digital transformation is not merely a technical process, but a value-driven strategy shaped by prophetic principles in faith-based healthcare organizations.

## CONCLUSION

This study demonstrates that prophetic values constitute the moral foundation shaping leadership strategies and Islamic organizational culture in Muhammadiyah hospitals in the digital era. Digital transformation becomes effective when prophetic values function as its primary normative anchor. These values play a strategic role in guiding decision-making processes, reinforcing accountability, and structuring value-based leadership practices. When prophetic values are integrated into leadership strategies and embedded in organizational culture, they produce a recursive, self-reinforcing model of leadership that remains coherent in the digital environment. This integrative configuration contributes conceptually to the development of value-based leadership frameworks within Islamic organizational settings.

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