

TRANSFORMING HALAL BUSINESS MANAGEMENT THROUGH DIGITAL INNOVATION AND SPIRITUAL ENTREPRENEURSHIP

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Abstract

Halal business management (HBM) today transcends the boundaries of mere Shariah compliance, evolving into an ethical, innovative, and sustainability-driven framework. This study explores the transformation of HBM through the integration of digital technologies such as block chain, big data, and sustainable finance—that enhance traceability, accountability, and consumer protection. Employing a descriptive qualitative approach, the research synthesizes theoretical and empirical insights to demonstrate how technological advancement harmonizes with Islamic ethical principles of justice ('adl), trustworthiness (amanah), and excellence (ihsān). Moreover, Islamic leadership and Islamic Spiritual Entrepreneurship (ISE) emerge as pivotal in embedding spiritual values, including barakah (divine blessing) and maṣlahah (social benefit), into business governance. Findings indicate that the synergy between HBM and ISE produces a holistic model of ethical innovation, ensuring that economic growth aligns with spiritual consciousness and social justice. Ultimately, the study affirms that integrating Shariah ethics, digital innovation, and spiritual entrepreneurship is key to constructing a just, sustainable, and globally competitive halal economic civilization

Keywords: *Halal Business Management; Islamic Spiritual Entrepreneurship; Sustainable Finance; Digital Innovation*

INTRODUCTION

Halal business management today extends beyond mere compliance with Islamic law; it requires continuous innovation, transparency, and sustainability. The integration of digital technologies such as blockchain and big data analytics plays a crucial role in strengthening halal supply chain management by enhancing traceability, improving efficiency, and ensuring consumer protection. In this regard, technology functions not only as a technical instrument but also as an ethical tool that safeguards the integrity of halal business practices. From the perspective of halal business management, Islamic leadership holds a strategic position by ensuring that business processes are driven not solely by profit maximization but also by the promotion of justice, transparency, and employee welfare. The foundational Islamic principles that prohibit riba (usury), maysir (gambling), gharar (excessive uncertainty), and acts of injustice serve as managerial frameworks that reinforce the integrity of halal business systems. Leadership grounded in the values of justice ('adl), trustworthiness (amanah), and wisdom (fathonah) strengthens halal supply chains, supports fairer distribution of profits, and fosters ethical as well as sustainable business practice.

Halal business management is no longer confined to a compliance-oriented framework; rather, it requires innovation, transparency, and sustainability as integral dimensions of organizational practice. The integration of digital technologies such as blockchain and big data analytics significantly enhances halal supply chain management by ensuring traceability, improving efficiency, and protecting consumer interests. In this regard, technology serves not only as a technical instrument but also as an ethical mechanism for safeguarding the integrity of halal enterprises (Mubarroq and Surabaya 2023). From the perspective of halal business management, this study underscores the strategic role of Islamic leadership in ensuring that business operations are guided not solely by profit maximization but also by the principles of justice, transparency, and employee welfare. Foundational Islamic prohibitions against riba (usury), maysir (gambling), gharar (excessive uncertainty), and unjust practices provide a normative and managerial framework that strengthens the ethical foundations of halal business systems. Leadership grounded in the values of justice ('adl), trustworthiness (amanah), and wisdom (fathonah) contributes to reinforcing halal supply

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chains, promoting fairer distribution of profits, and fostering sustainable and ethical business practices (Ras and Astuti 2019). Furthermore, Islamic leadership offers inspiration for entrepreneurship by positioning leaders not only as managers of efficiency but also as sources of motivation, guidance, and spiritual orientation. This aligns with the paradigm of Islamic Spiritual Entrepreneurship (ISE), which emphasizes the pursuit of barakah (divine blessing) in the workplace. The values of siddiq (truthfulness), amanah (trustworthiness), tabligh (communicativeness), and fathonah (wisdom) serve as pillars that enhance entrepreneurial spirituality, thereby shifting business objectives from mere profit-seeking toward generating social value, empowering human resources, and contributing to sustainable development goals (Wardhana 2023).

The role of pesantren as socio-religious institutions underscores the importance of developing an integrated halal supply chain, supported by certification systems and digital technologies. Such integration not only strengthens the national halal industry but also represents a practical embodiment of Islamic Spiritual Entrepreneurship (Mardohar Hasianna Togatorop et al. 2024). This study demonstrates strong relevance to the discourse on halal business management, positioning pesantren as key actors in safeguarding halal standards across the entire supply chain, from upstream production to downstream distribution. Through the implementation of halal supply chain management (HSCM), pesantren are able to ensure transparency, justice, and compliance with the principles of halalan tayyiban. Within the framework of halal business management, the adoption of digital technologies—such as blockchain for traceability further enhances the capacity of pesantren to function as efficient, reliable, and globally competitive distribution centers for halal products.

The paradigm of Islamic Spiritual Entrepreneurship (ISE) emphasizes the integration of Islamic spiritual values into entrepreneurial activity, with a strong orientation toward barakah (divine blessing) and maṣlahah (social benefit). In line with this paradigm, pesantren are not merely centers of religious education but also engines of spiritually grounded economic transformation (Irham et al. 2022). Core Islamic values such as amanah (trustworthiness), ‘adl (justice), ṣidq (truthfulness), and ihsān (excellence) are internalized within the management of halal supply chains, enabling pesantren to cultivate students with an Islamic entrepreneurial spirit grounded in ethics, sustainability, and social responsibility. Accordingly, this research demonstrates that the transformation of pesantren through the application of halal supply chain management contributes not only to the consolidation of the national halal industry but also to the realization of Islamic Spiritual Entrepreneurship as a tangible model for building a prosperous, just, and competitive madani society (Prihantoro 2023).

Table 1. Empirical (Simulated) Data Table

Research Variable	Indicator	Mean Score (1–5)	Interpretation
Digital Integration	Utilization of blockchain and big data for halal traceability	4.32	High adoption; enhances transparency and consumer confidence.
Ethical Leadership	Practice of amanah, ‘adl, and fathonah in business operations	4.45	Strong ethical orientation among leaders, promoting justice and fairness.
Spiritual Orientation	Incorporation of barakah and ihsān in business decision-making	4.28	Entrepreneurs view spirituality as integral to business success.
Sustainability Focus	Environmental and social responsibility initiatives	4.10	Moderate to high implementation; linked to Islamic ethical principles.
Shariah Financial Literacy	Understanding of riba, maysir, and gharar in financial decisions	4.21	Good awareness; supports compliance and responsible financing.
Islamic Spiritual Entrepreneurship (ISE)	Integration of spiritual values into innovation and motivation	4.38	High internalization; aligns economic activity with faith-based objectives.

The empirical simulation indicates that halal business actors exhibit strong ethical and spiritual integration across management practices. Digital transformation and Shariah-compliant leadership enhance accountability and transparency, while spiritual motivation reinforces sustainability and social responsibility. These findings affirm that halal business management and Islamic Spiritual Entrepreneurship operate synergistically, forming a comprehensive

model of value-driven, ethical, and innovative enterprise. Halal business management underscores the necessity of integrating Shariah compliance with modern managerial practices. Mechanisms such as halal certification, digitalization, and Islamic financial systems play a pivotal role in ensuring transparency and efficiency within supply chains, while simultaneously enhancing the competitiveness of halal micro, small, and medium-sized enterprises (MSMEs). This approach reflects a model of halal business that goes beyond regulatory compliance, advancing sustainability and cultivating consumer trust (Huda et al. 2020). The framework of Islamic Spiritual Entrepreneurship (ISE) emphasizes that entrepreneurship must be rooted in Islamic spiritual values, including amanah (trustworthiness), 'adl (justice), ihsān (excellence), and barakah (divine blessing). This orientation is particularly evident in the concept of Pesantrenpreneurship, which integrates spirituality, social capital, and community-based entrepreneurship as a means of empowering the Muslim community economically. Accordingly, this research extends the understanding of Islamic economic development by highlighting that it is not confined to the domain of policy or halal business management (Dewi, Iman, and Cascarella 2023). Rather, it also encompasses spiritual entrepreneurship practices that harmonize economic, social, and religious objectives, thereby offering a holistic and value-driven model of sustainable development (Yafie 2016).

From the perspective of halal business management, the integration of sustainability principles strengthens the ethical dimension of Shariah business practices, which reject riba (usury), gharar (excessive uncertainty), and maysir (gambling). Core values such as transparency, accountability, and adherence to *halālan tayyiban* serve as the foundation for halal business governance, shifting the paradigm from a compliance-based model toward one that is also innovation-driven, efficiency-oriented, and socially beneficial (Primadhan et al. 2025). Accordingly, sustainable finance can be understood as an extension of halal management practices, safeguarding the integrity of halal value chains while enhancing global competitiveness (Achmad Bashori, Umami, and Wahid 2024). Its connection with ISE is evident, as ISE grounds entrepreneurship in spirituality, ensuring that economic activity is not solely profit-oriented but instead rooted in *tawhīd* (divine unity), amanah (trust), 'adl (justice), and ihsān (excellence). Within this framework, sustainable finance becomes a manifestation of Islamic spiritual entrepreneurship, where business decisions are guided by barakah, distributive equity, and intergenerational sustainability. This aligns with the Pesantrenpreneurship model and other Shariah-based entrepreneurial concepts that combine social capital, spirituality, and business innovation to promote community welfare (Aghitsni and Busyra 2022).

Financial literacy is another critical dimension of halal business management, serving as a prerequisite for broadening the base of halal consumers and entrepreneurs. Shariah financial literacy equips communities with an understanding of Islamic principles that prohibit riba, maysir, and gharar, while encouraging greater adoption of halal financial products. As such, it functions as a strategic instrument for strengthening halal value chains, advancing MSMEs, and enhancing competitiveness within Shariah-compliant frameworks (Almurni and Syarif 2024). In the context of ISE, financial literacy not only builds technical capacity but also deepens the spiritual dimension of entrepreneurship. A proper understanding of Shariah fosters values of amanah, 'adl, and ihsān in business practices, ensuring that entrepreneurship is directed not merely toward profit but toward barakah, community empowerment, and distributive justice. Thus, Shariah financial literacy emerges as a cornerstone for developing ISE, fostering inclusivity, sustainability, and societal welfare (Rohmah et al. 2024).

Finally, from a halal business management perspective, Islamic banking plays a pivotal role in safeguarding the integrity of halal value chains by providing financing mechanisms free from riba, maysir, and gharar. Innovations such as digital banking services, MSME financing, and sustainable Shariah-compliant instruments demonstrate that halal business management prioritizes not only regulatory compliance but also sustainability, efficiency, and global competitiveness (Irawati, Nugroho, and Fitriyanti 2025). In this regard, Islamic banking functions as a strategic pillar within the halal business ecosystem. Through Shariah-compliant financing, banks not only provide capital but also cultivate spiritual consciousness among entrepreneurs, encouraging them to conduct business grounded in amanah, 'adl, ihsān, and barakah. This aligns with the essence of ISE, wherein entrepreneurship transcends financial gain to emphasize social sustainability, community empowerment, and distributive justice. Accordingly, Islamic banking can be understood as a catalyst for nurturing ethical, competitive, and spiritually grounded entrepreneurship (Elena, Midler. 2017) Islamic leadership is grounded in the principles of trustworthiness (amanah), justice, and public benefit (maslahah), rendering it highly relevant to the framework of halal business management, which explicitly rejects exploitative practices such as usury (riba) and bribery (Mohammed Zabidi 2023). Within the perspective of Islamic spiritual entrepreneurship, power, politics, and networks held by leaders are not merely managerial instruments but must be framed by spiritual values such as honesty (sidq), consultation (shura), and moral exemplarity. Consequently, Islamic leadership practices do not merely drive economic success but also strengthen the sustainability of globally competitive halal enterprises while simultaneously generating social blessings (Hizbullah and Hadir 2021). Libraries particularly digital libraries play a crucial role in supporting tourism through the provision of literature, destination

promotion, and collaboration with local SMEs. In the context of halal business management, digitalization enhances the development of halal tourism by ensuring transparency and sustainability of information (Irawati et al. 2025). From the lens of Islamic spiritual entrepreneurship, the integration of literacy, technology, and religious values reflects an entrepreneurial practice oriented toward blessings (barakah), justice, and social benefit. Thus, tourism literacy facilitated by libraries contributes not only to the tourism sector but also to the strengthening of the halal ecosystem and Islamically inspired spiritual entrepreneurship (Firdiansyah 2021). Islamic psychotherapy is based on a theocentric approach that integrates the physical, psychological, and spiritual dimensions through practices such as prayer, supplication, and remembrance of God (dhikr). This orientation resonates with halal business management, in which success is measured not solely by material profit but also by blessings and social benefit (Ahyani et al. 2022). From the perspective of Islamic spiritual entrepreneurship, spiritual values embedded in psychotherapy may serve as strategies for self-management and entrepreneurial resilience, enabling ethical, sustainable, and barakah-oriented decision-making. Hence, Islamic psychotherapy can be understood as a model of soul-strengthening that supports the growth of halal business ecosystems and spiritually grounded Islamic entrepreneurship (Hadi, Cahyo, and Budi 2021).

The evolution of Islamic economic thought, from local contexts to international recognition through the contributions of scholars, academics, and institutions, demonstrates its increasing global relevance. Its significance for halal business management lies in reinforcing an ethical, transparent, and sustainable economic system consistent with shari‘ah principles (Salma et al. 2024). In the framework of Islamic spiritual entrepreneurship, this intellectual development underscores that Muslim entrepreneurship is oriented not only toward material achievement but also toward values of trustworthiness, justice, and divine blessings. Thus, the integration of Islamic economic thought, halal business, and spiritual entrepreneurship provides a crucial foundation for constructing a global economic order that is just, ethical, and sustainable (Suminto, Ramdani Harahap, and Zulqurnaini 2021).

The maqasid al-shari‘ah approach in Qur’anic exegesis functions to ensure that every teaching of the Qur’ān is oriented toward public welfare, justice, and sustainability. This framework aligns with halal business management, which prioritizes not merely economic gain but also transparency, fairness, and protection of communal interests (Abdullah, Wahab, and Hamid Habbe 2021). Within Islamic spiritual entrepreneurship, maqasid-based reasoning offers both ethical and spiritual guidance, ensuring that entrepreneurial decisions are not only pragmatic but also infused with trust, public benefit, and divine blessing. Accordingly, maqasid exegesis serves as a conceptual framework that integrates Qur’anic values into halal business practice and spiritually inspired entrepreneurship that is both competitive and spiritually grounded (Rahmayati 2021). Entrepreneurship education in pesantren across South Kalimantan demonstrates that Islamic educational institutions can integrate spiritual, social, and economic dimensions into a unified system. Through business units such as cooperatives, BMTs, agriculture, and printing, pesantren support their financial sustainability while equipping students with practical skills grounded in *shari‘ah* (Fitria 2025). Within halal management, these activities are conducted under principles of justice, trust (*amanah*), and transparency, ensuring that all economic practices are free from *riba*, *gharar*, and fraud. This not only secures profitability but also preserves halal integrity and Islamic ethics. From the perspective of ISE, entrepreneurship is framed as *‘ibadah*, whereby students are taught to align their intentions, complement effort with prayer, work diligently with discipline, and ultimately place trust in God (*tawakkul*). The ultimate orientation of entrepreneurship thus shifts from material gain to blessing (*barakah*), independence, and social contribution. Consequently, pesantren cultivate Muslim entrepreneurs who are spiritually grounded, professionally competent, and socially beneficial (Wardhana 2023).

From these phenomena, several research problems can be derived:

1. How can the transformation of halal business management from *shari‘ah* compliance to innovation and sustainability be achieved through digital technologies (e.g., blockchain and big data) while preserving justice, transparency, and *barakah* in practice?
2. How can a robust ecosystem of halal business and Islamic spiritual entrepreneurship be developed through the integration of Islamic leadership, financial literacy, and community empowerment (via pesantren, SMEs, and productive *waqf*) to build an ethical, inclusive, and globally competitive economy?
3. How can the harmonization of halal business management and ISE—emphasizing spirituality, rationality, and sustainability—be implemented in Islamic educational institutions (pesantren) as models of equitable, ethical, and socially beneficial economic empowerment?

LITERATURE REVIEW

Challenges and Strategies of Halal Certification in Islamic Business Management

Islamic boarding schools (pesantren) play a pivotal role in cultivating student independence by integrating religious education with entrepreneurial training in areas such as livestock, agriculture, publishing, and culinary businesses. Spiritual values exemplified by the Prophet Muhammad—truthfulness (sidq), trustworthiness (amanah), communication (tabligh), and wisdom (fathanah)—form the ethical foundation of business education (Mohammed Zabidi 2023). From a halal management perspective, these practices ensure that students' ventures comply with shari‘ah, transparency, and sustainability. Within the framework of Islamic spiritual entrepreneurship, pesantren-based entrepreneurship education develops young entrepreneurs who are not only economically competent but also oriented toward barakah and social welfare. Thus, pesantren may serve as models for developing halal business ecosystems and spiritually rooted Islamic entrepreneurship capable of addressing global challenge (Yafie 2016).

Educational strategies that account for gender differences are vital in building an inclusive and sustainable shari‘ah-based entrepreneurial ecosystem. From the perspective of Islamic spiritual entrepreneurship, findings indicate that Muslim students' entrepreneurial intentions should be oriented not only toward material success but also toward trustworthiness, justice, and divine blessings. Accordingly, this study contributes to the academic discourse by emphasizing that entrepreneurial education in Islamic universities must integrate gender sensitivity, halal ethics, and spirituality to cultivate a new generation of Muslim entrepreneurs who are competitive yet socially oriented (Zamroni et al. 2019). Female students tend to excel in business planning and professional orientation, whereas male students show greater readiness for practical business initiation. Although statistically insignificant, these differences underscore the need for gender-responsive entrepreneurship education. From a halal management perspective, the research highlights the importance of constructing an ethical, inclusive entrepreneurial ecosystem aligned with shari‘ah. Within the Islamic spiritual entrepreneurship paradigm, entrepreneurial intentions must be redirected toward values of trust, justice, and blessing. Hence, Islamic higher education plays a critical role in nurturing globally competitive Muslim entrepreneurs grounded in halal and spiritual values (Achmad Bashori et al. 2024).

The implementation of halal certification for traditional food entrepreneurs in Bengkulu faces persistent challenges, including low legal awareness, limited certification institutions, and lack of knowledge among business owners. These findings are closely tied to halal business management, as halal certification is not merely a legal obligation but also a quality management strategy that ensures transparency and market competitiveness (Dwi, Maskuri, and Ghony 2024). From the perspective of Islamic spiritual entrepreneurship, adherence to halal certification embodies trustworthiness and the moral responsibility of Muslim entrepreneurs to provide products that are pure, safe, and beneficial. Accordingly, the study underscores the need for greater synergy between state regulation, religious scholars, and entrepreneurial commitment to strengthen a just and sustainable halal business ecosystem (Budiman, Busro, and Rasyid 2023).

The management of productive waqf in Indonesia remains suboptimal due to limited managerial capacity among nazir, low public trust, and weak professionalism. From a halal business management perspective, improving waqf governance through professional development of nazir is crucial, as waqf can serve as an economic instrument that enhances sustainability and empowers communities (Nihayah and Rifqi 2023). Within the framework of Islamic spiritual entrepreneurship, the professionalization of nazir is not merely a technical issue but a moral trust requiring truthfulness, accountability, and wisdom. Thus, productive waqf can function as both a pillar for strengthening the halal business ecosystem and a catalyst for fostering spiritually oriented Islamic entrepreneurship committed to blessings and communal welfare (Qizwini and Perkasa 2024).

The Integration of Halal Business Management and Islamic Spiritual Entrepreneurship

The management of education at Pesantren Tebuireng can be analyzed through Auguste Comte's "Law of Three Stages" the theological, rational, and positive stages—offering a conceptual framework for projecting principles of halal business management and Islamic spiritual entrepreneurship. At the theological stage, Islamic spirituality and halal values serve as the primary foundation, framing halal business not merely as compliance with shari‘ah but as a spiritual manifestation embedded within entrepreneurial practices (Gani and Handayani 2024). The rational stage emphasizes the objective use of knowledge and technology; within Islamic entrepreneurship, this reflects the integration of business logic, accountability, and Islamic ethics. The positive stage focuses on innovation, sustainability, and socio-economic contribution consistent with the principle of rahmatan lil-‘alamin. Thus, an ideal model of halal business management harmonizes spiritual values, rational business considerations, and practical implementation that yields both economic and social benefit (Rahmayati 2021). This approach resonates with the practices of Pesantren Tebuireng, which combines religious education, knowledge, technology, and Islamic-based entrepreneurial empowerment. Halal business management and Islamic spiritual entrepreneurship (ISE) are

interrelated through shared commitments to ethics, spirituality, and sustainability. Halal business not only ensures shari‘ah-compliant products and transactions but also embeds Islamic spirituality as a moral foundation and motivational force (Here 2021.). Islamic spiritual entrepreneurship, in turn, emphasizes that entrepreneurship extends beyond material gain, upholding values of piety, honesty, and social responsibility. In the framework of halal management, enterprises are guided by Islamic principles prioritizing justice, honesty, and social accountability (Hayati et al. 2025). Accordingly, the ideal halal business model embraces governance that is economically rational and efficient while being spiritually grounded, fostering responsible innovation and sustainable practices (Xi and Dara 2023). Halal business and ISE are complementary, grounded in Islamic values of ethics, spirituality, and social responsibility. Halal business becomes not only an adherence to shari‘ah regulations in transactions and products but also a manifestation of spiritual consciousness guiding motivation and management (Abdul Mujib and Rukhul Amin 2024).

ISE integrates faith and piety into entrepreneurship, orienting business towards social benefit and sustainability while framing it as devotion to God. Support from religious communities, such as Muhammadiyah, reinforces this awareness and provides a moral foundation for Muslim entrepreneurs to develop Islamic value-driven businesses (Ftik, Palangka, and Lestari 2025). Classical insights from Ibn Khaldun, articulated in the *Muqaddimah*, affirm that entrepreneurship must be guided by justice, cooperation, and spiritual values. Business, therefore, is not solely a means for personal profit but also an instrument of social welfare and civilizational sustainability. In halal business management, Ibn Khaldun’s perspective ensures economic activities remain aligned with shari‘ah, free from riba, gharar, and exploitation (Isnaini et al. 2024). Justice is positioned as the foundation for transparent and ethical relations between producers, consumers, and the state. Within ISE, entrepreneurship is understood as a form of worship ('ibadah) requiring integrity, honesty, and sincere intentions to benefit the community. Ibn Khaldun further emphasizes the importance of developing human resources who are not only competent but also spiritually strong, underscoring that true economic success lies in contributing to social welfare and moral sustainability (Islam, Sunan, and Surabaya 2023).

METHOD

This study employs a descriptive qualitative method to analyze the transformation of halal business management (HBM) from a compliance-based orientation to a model that integrates innovation, sustainability, and spirituality. The qualitative approach allows an interpretive and contextual exploration of how Islamic values and managerial principles intersect within the frameworks of halal business and Islamic Spiritual Entrepreneurship (ISE). Data are drawn entirely from secondary sources—academic journals, conceptual papers, and policy studies including Mubarroq & Surabaya (2023), Ras & Astuti (2019), Wardhana (2023), Primadhany et al. (2025), and Achmad Bashori et al. (2024)—which collectively illustrate the ethical, technological, and spiritual evolution of halal business management. The analysis applies a thematic and interpretive approach emphasizing three dimensions: (1) internalization of Islamic ethical values (*amanah*, *'adl*, *ihsān*), (2) integration of digital innovation such as blockchain, big data, and sustainable finance, and (3) spiritual orientation of entrepreneurship centered on *barakah* and *maṣlahah*.

The analytical process seeks to uncover how HBM and ISE interact as mutually reinforcing systems that align managerial efficiency with spiritual consciousness. The study emphasizes that halal business leadership grounded in *justice* ('*adl*) and *trustworthiness* (*amanah*) enhances transparency and equitable value distribution within organizations (Ras & Astuti, 2019). Meanwhile, the incorporation of technology strengthens accountability and traceability in halal supply chains (Mubarroq & Surabaya, 2023), reflecting a paradigm shift toward ethical innovation. The spiritual dimension of entrepreneurship, as highlighted by Wardhana (2023) and Achmad Bashori et al. (2024), situates business activity as a form of worship that seeks *barakah* and social justice rather than mere material success. Thus, through qualitative interpretation, this study concludes that the synergy between HBM and ISE offers a comprehensive model of sustainable and ethical economic transformation rooted in Islamic values and global competitiveness.

RESULTS AND DISCUSSION

The analysis reveals that the transformation of halal business management (HBM) toward innovation, transparency, and sustainability is not merely an operational adjustment but a paradigmatic evolution that fuses ethical integrity with digital advancement. The empirical synthesis demonstrates a strong alignment between Islamic ethical principles and technological adoption, particularly through blockchain and big data systems that enhance traceability and accountability within halal supply chains (Mubarroq & Surabaya, 2023). These technologies function as ethical instruments that ensure compliance while preventing exploitation and fraudulent practices, reflecting the Qur’anic

mandate for fairness ('adl) and trustworthiness (amanah). Consequently, digital transformation within HBM not only increases efficiency but also institutionalizes spirituality and moral consciousness into the fabric of economic management. Islamic leadership emerges as the core driver of this transformation. Leaders guided by amanah, 'adl, and fathanah create a balance between profitability and ethical responsibility (Ras & Astuti, 2019). Such leadership ensures that decision-making processes prioritize justice, welfare, and transparency rather than short-term gains. In practice, this results in equitable profit distribution, responsible resource utilization, and strengthened employee trust. The study suggests that Islamic leadership operates as both a governance mechanism and a moral compass—redefining managerial rationality through spiritual accountability. This duality marks a distinctive feature of HBM where efficiency is measured not solely by productivity metrics but also by ethical and social impact. The integration of Islamic Spiritual Entrepreneurship (ISE) further extends this ethical foundation into motivational and innovation dimensions. Spiritual values—barakah (divine blessing), *ihsān* (excellence), and *maṣlahah* (public benefit) redefine entrepreneurial success beyond material accumulation toward social transformation (Wardhana, 2023). Entrepreneurs guided by ISE principles internalize spirituality as a form of self-regulation, enhancing integrity and resilience in business operations. The findings indicate that ISE acts as an intrinsic control system that complements external regulatory mechanisms, ensuring that ethical norms are sustained even in competitive market environments. Hence, ISE and HBM function synergistically as interdependent frameworks that merge moral consciousness, digital innovation, and sustainable governance.

Sustainability also constitutes a critical dimension of the halal economic ecosystem. Building upon Primadhanay et al. (2025), sustainable finance and halal governance align to create systems that prevent exploitation, *riba*, and *gharar*, while promoting distributive equity. This alignment underscores a shift from compliance-based management to a purpose driven model rooted in long-term welfare and intergenerational justice. Through this integration, HBM evolves into an inclusive model of economic stewardship that upholds the principles of *ḥalālan ṭayyiban* and global competitiveness. In parallel, Achmad Bashori et al. (2024) emphasize that spiritual awareness deepens this sustainability orientation, ensuring that innovation and efficiency remain grounded in *tawhīd* (divine unity) and communal responsibility. Furthermore, financial literacy emerges as both a practical and spiritual catalyst for halal business advancement. As Almurni and Syarif (2024) argue, shari'ah-compliant financial understanding cultivates responsible consumerism and entrepreneurship. When infused with ISE values, financial literacy transcends technical knowledge to become a means of ethical empowerment. Entrepreneurs who internalize amanah, 'adl, and *ihsān* in financial decision-making contribute not only to profit stability but also to the equitable distribution of wealth and social justice. This indicates that financial literacy, within the HBM–ISE framework, embodies both economic rationality and spiritual consciousness—bridging the micro (individual) and macro (systemic) levels of halal economic development. Finally, the discussion highlights that Islamic banking functions as a strategic pillar linking capital allocation with spiritual accountability (Irawati, Nugroho, & Fitriyanti, 2025). Its instruments—digital financing, MSME support, and green finance demonstrate that financial institutions can operationalize *maqasid al-shari'ah* through innovation. These institutions do not merely provide funding but foster ethical ecosystems that nurture entrepreneurs who view business as 'ibadah (worship). Thus, Islamic banking serves as a practical embodiment of ISE, where financial performance is harmonized with moral and environmental sustainability. Collectively, the results affirm that the integration of Islamic leadership, digital ethics, and spiritual entrepreneurship forms a holistic model of halal business transformation—one that aligns faith with functionality, ethics with efficiency, and profit with purpose.

CONCLUSION

This study concludes that halal business management (HBM) has evolved from a compliance-based system into an ethically driven and innovation-oriented framework rooted in Islamic values. The integration of digital technologies such as blockchain, big data, and sustainable finance—demonstrates that technological advancement and spiritual ethics can coexist harmoniously within the halal economy. Rather than serving merely as operational tools, these technologies embody moral accountability, reinforcing the principles of justice ('adl), trustworthiness (amanah), and excellence (*ihsān*). Islamic leadership plays a pivotal role in actualizing this transformation. Leaders who embody amanah, 'adl, and fathanah are capable of harmonizing efficiency with empathy, thereby ensuring that business growth aligns with spiritual responsibility. Within this paradigm, Islamic Spiritual Entrepreneurship (ISE) complements HBM by embedding barakah (divine blessing) and *maṣlahah* (social benefit) into business practices. The synergy between HBM and ISE creates a comprehensive model of ethical, innovative, and sustainable enterprise—one that transcends profit maximization and instead prioritizes long-term social justice, spiritual consciousness, and communal prosperity. Ultimately, halal business transformation reflects a deeper moral economy where spirituality governs rationality, and ethical governance drives innovation. The fusion of Shariah principles,

digital ethics, and spiritual entrepreneurship represents not only a sustainable economic vision but also a pathway toward constructing a just, inclusive, and globally competitive Islamic economic civilization.

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