

Original Research Article

## Management and Strategy in Waqf Institution: A Systematic Literature Review

### Manajemen Dan Strategi Lembaga Wakaf: Tinjauan Pustaka yang Sistematis

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#### ABSTRACT

*Waqf management has not been carried out optimally, waqf has not been able to play a prominent role in people's social life. Reflecting on the heyday of the Ottoman Turks, waqf was so dominant and occupied an important position. The current reality many waqf assets are unproductive and run conservatively. Therefore, this research is essential to see how waqf institutions can implement various strategies so that waqf becomes productive. The Systematic Literature Review approach explores multiple strategies by various waqf institutions. The study results show, that the strategy adopted by waqf institutions has succeeded in producing waqf assets, So waqf institutions can be more effective and efficient in carrying out their operations.*

**Keywords:** Management; Strategy; Waqf; Awqaf; Systematic Literature Review

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#### 1. Introduction

The word *Waqf* comes from the Arabic verb *Waqafa* which means to hold, bear, or manage (Amuda, 2019). A *waqf* is an endowment made by a Muslim to a fund manager (*mutawali/nazhir*) who is responsible for generating revenues that are then utilized to support socioeconomic development under Islamic law (Sukmana, 2020). *Waqf* (plural; *awqaf*) is a virtue that is highly recommended. *Waqif* (people who do *waqf*) will get a reward that flows when they die until the afterlife (Abdullah, 2020). Besides that, *waqf* is also interpreted as an asset given by the *waqif* that cannot be changed and transferred, and the profit can be used for religious and social activities (Ahmed, 2007; Umar, 2020).

There is a difference between *zakat* and *waqf*. *Zakat* is an obligation of people with excess wealth to be distributed to eight *asnaf*. In contrast, *waqf* is a voluntary donation whose proceeds can be used according to the will of the *waqif* (Ramdani, 2021). In addition to fixed assets, *waqf* can also be in the form of movable assets such as money, shares, sukuk, etc. (Ahmed, 2019). *Waqf* can also be used as a fiscal instrument for the state (Azzam & Rettab, 2022).

In the past, *waqf* was only defined as immovable objects (Kasri & Chaerunnisa, 2022), such as mosques, madrasas, and tombs. This condition is undeniable because the first *waqf* occurred at the time of the prophet Muhammad S.A.W. is the Quba mosque (Ahmad, 2015).

The ability of *nazhir* in a transparent and accountable manner plays a vital role because it can increase public trust (Azzam & Rettab, 2022). Many *waqf* institutions in their management have not been carried out correctly (Zeni & Sapuan, 2018). *Waqf* institutions have difficulty in assessing their performance comprehensively, which does not only consist of economic but also qualitative indicators covering aspects of growth, effectiveness, transparency, and sustainability (Noordin et al., 2017).

Previous research related to literature review in *waqf* was conducted by Kuanova et al. (2021), which discusses Islamic social finance in solving social problems. Related to the role of *waqf* in the world of health (Raja et al., 2021), which looks at the extent to which *waqf* can collaborate with the government in the health sector in *waqf*-based hospitals. From the explanation above, no one has specifically discussed the management and strategies carried out by *waqf* institutions..

The paper develops a systematic review based on the research question: What are the characteristics of the publications in *waqf* institutions?. How is the implementation of management and strategy in *waqf* institutions?.

Management is concerned with governance, whereas strategy concerns unconventional ways and innovations are developed. Islamic management, management quality, marketing, entrepreneurship, and leadership are the focus of this research.

*Waqf* management is still carried out conservatively, and the development of *waqf* has not run optimally. This paper intends *nazhir* can improve their performance from a managerial and operational perspective by adopting strategies that successful *waqf* institutions have implemented. Implement strategies in dealing with problems in the management and operation of *waqf*. Although there are several studies related to management and strategy in *waqf* institutions, there are no research literature studies that have done it.

## 2. Literature Review

Themes related to management and strategies adapted to *waqf* conditions are taken from Bidin et al. (2021). The paper focuses on quality, marketing, entrepreneurial management, leadership style, and Islamic management.

### 2.1 Quality

The quality factor is emphasized in two aspects of recognition of good management practice (Bidin et al., 2021). Recognition is a process of wakif trust in *waqf* institutions, and *waqf* institutions need recognition because if people know they are good, they will donate their assets. Increasing recognition can be done in various ways, such as informing the *waqf* project that is being implemented, whether it has gone according to plan or there are obstacles in its implementation.

Good management starts with good planning. If the process of managing wakif asset is not managed correctly, there will be distrust. *Nazhir* is required to be professional. Therefore, planning needs to be made with various considerations, and its success can be measured. Good *waqf* management can have a significant influence directly and indirectly on related parties (Mutalib & Maamor, 2016).

### 2.2 Marketing

Consumer patterns and trends must be part of the marketing strategy (Bidin et al., 2021). Each region has consumer patterns caused by their interaction habits, technology and information factors also determine consumer patterns.

Changing times can cause different consumer patterns. In the pandemic era, consumer routines change drastically (Horváth et al., 2021). people who used to transact in person were limited, resulting in the use of online transactions overgrowing.

Marketing strategies need to pay attention to trends that are being liked by the community because their lifestyle will influence them. Today's society, which is happy with an instant lifestyle, must be able to use *waqf* institutions in developing their marketing patterns.

### 2.3 Entrepreneurial management

Entrepreneurial management is influenced by innovativeness, proactiveness, calculated risk-taking, customer purchasing behaviour, resourcing, and value creation (Bidin et al., 2021). Nazhir must improve their ability to generate maximum profit from the waqf assets they manage. The ability to manage risk must be prioritized because waqf assets can be maintained, and their value can be maintained and not degraded by the inflation rate and the times. The creation of new products according to circumstances must be brought up so that waqf projects can continue to develop and be innovative. Entrepreneurial management is a determining factor for success in today's global competition (Lomineishvili, 2021).

#### 2.4 Leadership style

Management and strategy in the management of waqf institutions are strongly influenced by top management (Bidin et al., 2021). Management at the top-level plays a role because it has the power to move the staffs. An increasingly competitive market requires waqf institutions to adapt to the situation, a conservative leadership pattern is not suitable to be applied today, disruption is commonplace, and therefore a transformative leadership pattern is needed that moves according to the conditions of the times.

#### 2.5 Islamic management

Implementation of religious values must be carried out based on Islamic foundations. The implementation of daily operational activities must be per sharia principle (Bidin et al., 2021). Islamic values can be stated in the form of a mission and vision, as well as in the standard operating procedure of waqf institutions. Understanding sharia compliance is carried out by all levels of management so that it becomes an organizational culture.

### 3 Research Methodology

This research uses a search method by identifying articles adapted to the research problem. The contents of the articles were then systematically reviewed for analysis, the procedure used in the Systematic Literature Review (SLR) uses the Preferred Reporting Items for Systematic Review and Meta-analysis for Protocol (PRISMA-P) pattern as a reference (Liberati et al., 2009; Moher et al., 2015). Although this method was initially used in the health sector, in its development, it has been applied in various research fields outside the health sector. It has undergone multiple modifications to suit scientific needs. Furthermore, this study uses a protocol starting from identifying the title, exploring the abstract, and finally analyzing the whole paper. After being identified according to the protocol, the next step is the data obtained from all articles are classified according to the purpose of the research design and presented in tabular form for easy reading and analysis.

#### 3.1. Data Sources

The data were taken from journal databases such as Emerald Insight, Proquest, and Scencedirect. Retrieval data from the database is very representative because the database contains many reputable journals that indexed by scopus and world of science. Based on the publication time interval, not all articles in the journal database are retrieved. To maintain their novelty, the articles sought are from 2018 to May 2022. The data source taken is only articles. Books, proceedings, notes, and others are excluded from the search.

#### 3.2. Keyword Search

The literature search strategy uses the pattern from Kitchenham *et al.* (2009) to ensure that the keywords for the search can be used and the articles obtained are relevant for analysis. The investigation sometimes does not match what we specify, therefore, a substring is needed to keep the search results according to what we set in the search criteria. Search by keyword is done using Boolean operations, which are carried out based on predefined keywords. OR and AND are used to be more specific and accurate in article searches. Using OR because there is a similarity in meaning between the keywords to be searched for, while AND is needed to filter that only keywords with the previous keyword pass the selection. This technique is done so that the search becomes accurate and does not go out of the established protocol. The keywords used in the search in academic databases are *waqf*, *awqaf*, Islamic endowment funds, management and strategic. These words are entered in the Boolean operation as: (“*waqf*” OR “*awqaf*” OR “Islamic endowment funds”) AND (“management” OR “strategi\*”) AND ( LIMIT-TO ( DOCTYPE , “ar” ) ).

#### 3.3. Inclusion and exclusion criteria

The articles found in the academic database were then analyzed according to the criteria to eliminate bias in selecting articles. The requirements were set as contained in [table 1](#).

Tabel 1. Inclusion criteria of articles

No.	Inclusion criteria
1	The study focuses on <i>waqf</i> management and strategy
2	The study is written in English language
3	The article is either a survey or research paper
4	The article not a review
5	The article is available online

The search was carried out in May 2022, based on search keywords. There are 1018 articles obtained from various academic databases. The number of articles found in the research database searched by Boolean operations is shown in [table 2](#).

Tabel 2. Search databases and number for articles

No.	Article Sources	URL	No. of articles	Percentage (%)
1	Emerald Insight	http://www.emerald.com./insight/	286	28
2	Proquest	http://proquest.com./	64	6
3	Science Direct	http://www.sciencedirect.com/	668	66
Total			1018	100

### 3.4. Exclusion from pooled articles

The articles obtained from searches in academic databases are then filtered according to the following exclusion criteria. Elimination based on duplication of articles, from the original 1018 articles, 258 articles were eliminated to 760 articles which will be identified based on the article's title. Furthermore, the elimination of article titles that do not meet the criteria, such as irrelevant topics 643 articles, 20 articles not in English, 26 review articles, and duplicate articles as many as two articles, the articles to be analyzed in the abstract are 157 articles. In the abstract that does not discuss "management" and "strategy", from the search results there are 44 articles, so the number of articles that will be filtered and searched for full papers is 25 articles.

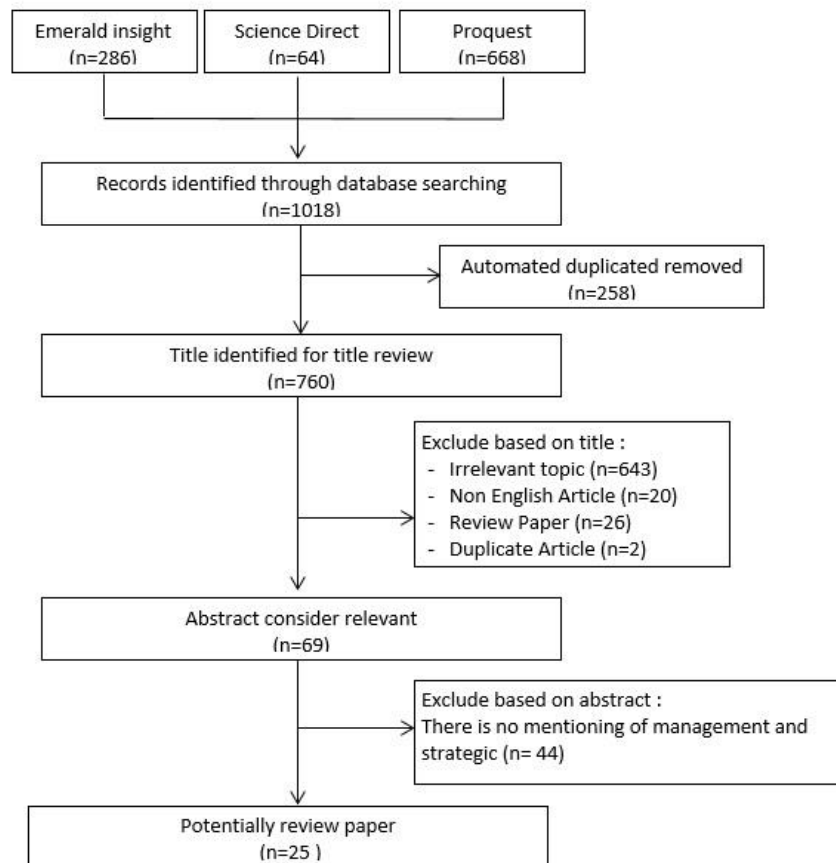


Figure 1. Article elimination process

## 4. Results

After carrying out the procedure in [section 3](#), from 25 selected articles, the next step is to extract information according to the criteria in [3.4](#). The collected articles are then analyzed more deeply, not all articles contain the desired data. Based on the geographical location of this article, there are eight countries related to the papers collected 14 articles (Abd Jalil et al., 2019; Hasan et al., 2022; Kadir et al., 2018; Kamaruddin & Hanefah, 2021; Mohammad, 2018; Noordin et al., 2017; Rose & Ismail, 2017; Setia, 2018; Thabith & Mohamad, 2021; Umar et al., 2020; Zain et al., 2018; Zeni & Sapuan, 2018). Then Singapore, one article (Wu, 2018), Philippines also, one paper (Gamon & Tagoranao, 2018). Furthermore, four articles came from Indonesia (Artha et al., 2020; Kasri & Chaerunnisa, 2022; Purnamasari et al., 2021; Syarief, 2021). Then, Pakistan, one article (Shaikh, 2018), Nigeria, one paper (Amuda, 2019), Saudi Arabia, two papers (Alssadi, 2020; Islahi, 2018) and finally India, one article (Abdullah, 2020).

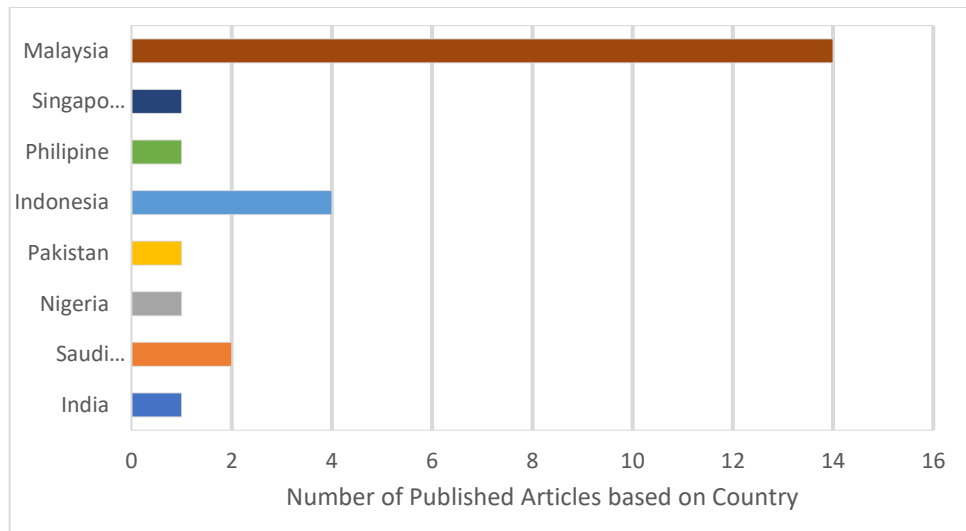


Figure 2. Management and strategy on waqf based on country

The year of research publication can be classified 2017, two articles (Noordin et al., 2017; Rose & Ismail, 2017), while in 2018, ten articles were published (Gamon & Tagoranao, 2018; Islahi, 2018; Kadir et al., 2018; Mohammad, 2018; Sapuan et al., 2018; Shaikh, 2018; Wu, 2018; Zain et al., 2018), Three papers were published in 2019 (Abd Jalil et al., 2019; Amuda, 2019; Manaf et al., 2019).

Four articles published in 2020 (Abdullah, 2020; Alssadi, 2020; Artha et al., 2020; Umar et al., 2020), the same number published in 2021 (Kamaruddin & Hanefah, 2021; Purnamasari et al., 2021; Syarief, 2021; Thabith & Mohamad, 2021). In 2022, data will be published until May 2022, two articles (Hasan et al., 2022; Kasri & Chaerunnisa, 2022).

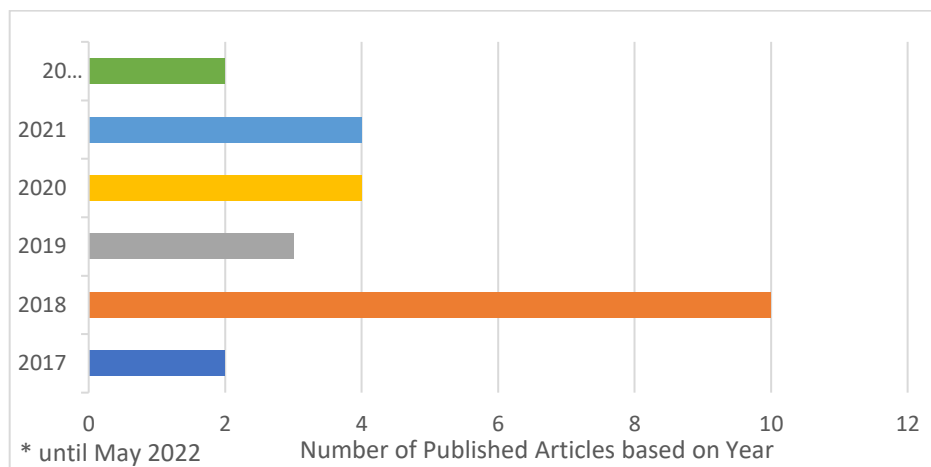


Figure 3. Management and strategy on waqf based on year of publication

Concerning management and strategy (M&S) aspects, namely: Islamic management, quality, entrepreneurship, marketing, and leadership, as shown in [figure 4](#), the most discussed quality aspect with 13 articles, then entrepreneurship with 12 articles, Islamic management with nine articles, and leadership is found in six articles and finally three marketing articles.

Table 3. Classification of waqf research topic, publisher, and papers

Author	Title	Journal	M&S Aspect
<a href="#">Abdullah (2020)</a>	Islamic endowment ( <i>Waqf</i> ) in India: Towards poverty reduction of Muslims in the country	Journal of Research in Emerging Markets	Entrepreneurial Quality
<a href="#">Alssadi (2020)</a>	<i>Waqf</i> Company: Concept, Rulings and The Practice in the Kingdom of Saudi Arabia	Journal of Economic Cooperation & Development	Entrepreneurial
<a href="#">Amuda (2019)</a>	Application of <i>Waqf</i> Property as a Financial Instrument for the Internally Displaced Persons (IDPs) in Nigeria	Journal of Legal, Ethical and Regulatory Issues	Entrepreneurial Quality
<a href="#">Artha et al. (2020)</a>	Evaluation of wakafMu fundraising platform using HOT-FIT method	Journal of Physics: Conference Series	Entrepreneurial
<a href="#">Gamon &amp; Tagoranao (2018)</a>	The Role of <i>Waqf</i> Properties in the Development of the Islamic Institutions in the Philippines: Issues and Challenges	Intellectual Discourse	Quality
<a href="#">Hasan et al. (2022)</a>	Building Trust in <i>Waqf</i> Management- Implications of Good Governance and Transparent Reporting	The Singapore Economic Review	Quality
<a href="#">Islahi (2018)</a>	The Role of Women in the Creation and Management of Awqāf: A Historical Perspective	Intellectual Discourse	Leadership
<a href="#">Kadir et al. (2018)</a>	Intention to Make <i>Waqf</i> Contribution by Muslim Employees	Global Business and Management Research	Quality
<a href="#">Kamaruddin &amp; Hanefah (2021)</a>	An empirical investigation on governance practices in institutions in Malaysia	Journal of Financial Reporting and Accounting	Entrepreneurial Marketing Quality
<a href="#">Kasri &amp; Chaerunnisa (2022)</a>	The role of knowledge, trust, and religiosity in explaining the online cash <i>waqf</i> amongst Muslim millennials	Journal of Islamic Marketing	Islamic management Entrepreneurial Quality
<a href="#">Manaf et al. (2019)</a>	Examining the Evolution of <i>Waqf</i> Regulations in Selangor: an Analysis of the Governance Framework and Transformative Approach	IIUM Law Journal	Entrepreneurial
<a href="#">Mohammad (2018)</a>	Maqāsid al-Sharī'ah and <i>Waqf</i> : Their Effect on <i>Waqf</i> Law and Economy	Intellectual Discourse	Quality
<a href="#">Noordin et al. (2017)</a>	Developing a comprehensive performance measurement system for <i>waqf</i> institutions	International Journal of	Islamic management Quality

Author	Title	Journal	M&S Aspect
<u>Purnamasari et al. (2021)</u>	Determinants of Cash <i>Waqf</i> Awareness in Indonesia: An SEM Approach	Social Economics Review of Integrative Business and Economics Research	Leadership Marketing Entrepreneurial Quality
<u>Abd Jalil et al. (2019)</u>	<i>Waqf</i> private property trust fund as property unlock initiative	IOP Conference Series. Materials Science and Engineering	Entrepreneurial Islamic management Leadership
<u>Rose &amp; Ismail (2017)</u>	Taking stock of the <i>waqf</i> -based Islamic microfinance model	International Journal of Social Economics	Islamic management Leadership Entrepreneurial
<u>Sapuan et al. (2018)</u>	Developing a Holistic Business Model for an Efficient <i>Waqf</i> Property in Malaysia	Global Business and Management Research	Islamic management
<u>Setia (2018)</u>	Reintegrating the Legal into the Social: Reviving Islamic Transactional Law in the Context of the Civil Economy, with Special Reference to <i>Waqf</i>	Law and Development Review	Marketing
<u>Shaikh (2018)</u>	The Foundations of <i>Waqf</i> Institutions: A Historical Perspective	Intellectual Discourse	Islamic management
<u>Syarief (2021)</u>	Optimization of <i>waqf</i> land management in Indonesia	International Journal of Research in Business and Social Science	Quality
<u>Thabith &amp; Mohamad (2021)</u>	<i>Waqf</i> and Its Legal Framework in Sri Lanka: A Preliminary Study	Intellectual Discourse	Leadership
<u>Umar et al. (2020)</u>	Integrating <i>Waqf</i> and Business: Ensuring Business Sustainability for the Welfare of Heirs and Non-Heirs	International Journal of Economics, Management and Accounting	Entrepreneurial Islamic management
<u>Wu (2018)</u>	From <i>Waqf</i> , Ancestor Worship to the Rise of the Global Trust: A History of the Use of the Trust as a Vehicle for Wealth Transfer in Singapore	Iowa Law Review	Islamic management
<u>Zain et al. (2018)</u>	<i>Waqf</i> Institutions in Malaysia: Appreciation of Wasatiyyah Approach in Internal Control as a Part of Good Governance	Intellectual Discourse	Islamic management
<u>Zeni &amp; Sapuan (2018)</u>	The Determinants of <i>Waqf</i> Efficiency in Malaysia	Global Business and Management Research	Quality Entrepreneurial Leadership Quality

## 5 Discussion

### 5.1 Islamic management

Strongly recommends measuring performance and balance between physical and spiritual and developing a comprehensive business model that can strengthen institutions and increase strategy diversification and collaboration (Sapuan et al., 2018; Shaikh, 2018). Performance measurement can assist upper-level management in carrying out well-informed managerial decisions to achieve a better balance between the world and the hereafter based on monotheism (Noordin et al., 2017). The application of values must be stated in the form of rules that must be obeyed. In addition, the regulations that have been made must be per the central concept of Islamic management, namely making Allah SWT. and the Prophet Muhammad SAW. a place to depend on and make references. In line with the expectations of the *waqif* who do not expect rewards but rewards from Allah SWT. (Rose & Ismail, 2017).

The balance is not only for the world and the hereafter but must also be balanced between the good and the bad. This balance is usually called *wasatiyyah* (Zain et al., 2018), in its development *wasatiyyah* is not only related to morals, namely good and evil, but also to balance in various things in various fields.

### 5.2 Quality management

The demand for good reporting on *waqf* institutions is not entirely achievable because *waqf* institutions apply low standards and have not fully implemented sharia compliance properly (Noordin et al., 2017). In addition to the communication pattern between *waqf* institutions and *waqif*, It is necessary to pay attention to both formal and informal information because it can increase accountability and foster trust in the *waqif* (Azzam & Rettab, 2022). Transparent management will portray the success of *waqf* institutions (Kamaruddin & Hanefah, 2021). However, in terms of management for beneficiary (*mauquf 'alaih*), it is still less transparent, especially regarding its allocation and distribution (Alssadi, 2020). *Waqf* institutions must develop related reporting mechanisms distribution of funds. Transparency is necessary so that *waqf* institutions gain a good reputation and can continue to grow and become part of the social implications (Kamaruddin & Hanefah, 2021; Kasri & Chaerunnisa, 2022; Purnamasari et al., 2021).

Efficiency in funding, risk management per sharia provisions, and choosing more profitable transactions are needed to improve the quality of *waqf* fund management (Mohammad, 2018; Zeni & Sapuan, 2018). Thus, the task of the *nazhir* is to focus on maximizing income from *waqf* property (Mohammad, 2018), maximum revenue can be done if it is supported by systematic planning so that the *nazhir* can work efficiently (Zeni & Sapuan, 2018).

### 5.3 Marketing

The use of information media is also essential to reach more people. Research results from Artha et al. (2020) because the platform can attract *waqif*. The use of information media is very efficient in terms of costs and has become a medium that is very easily accessible to interested parties (Kamaruddin & Hanefah, 2021).

Currently, *waqf* institutions have weak human resources, especially in mastering information technology. Still, it is not an obstacle, but to be more severe about *waqf* institutions managing their *nazhir*, *waqf* institutions must show their credibility in *waqf* management (Purnamasari et al., 2021).

### 5.4 Leadership style

Leadership is an essential factor in advancing *waqf* institutions because performance measurement must be top-down because orders come from the leadership of the team, not the team carrying out their activities based on their own volition (Noordin et al., 2017). some *waqf* institutions still have very few professional staff, resulting in inefficient activities (Abd Jalil et al., 2019). Various things, including low wages can cause a lack of skilled team because the *waqf* institution has not managed much of its *waqf* assets which affects the income of the *waqf* institution.

Professionalism plays an essential role in *waqf* management (Rose & Ismail, 2017) because the key to success in *waqf* institutions is measured by performance. When the *nazhirs* do not understand their duties and develop *waqf*, the *waqf* property will be neglected and cannot produce optimal results. Even to create productivity in institutions, it is allowed to recruit professional staff (Zeni & Sapuan, 2018), which will be adjusted to financial capabilities. The success of the management of *waqf* institutions is not determined by them alone but must be carried out collectively with the community, the private sector, and the government (Thabith & Mohamad, 2021).

### 5.5 Entrepreneurship style

The entrepreneurship will benefit *waqf* institutions both in the form of material and immaterial. Material benefits arise from businesses run by *waqf* institutions, while immaterial ones will create professional resources because firms, if not run professionally, will not generate profits. So that *waqf* institutions can produce, they are required to carry out their operations creatively and innovatively (Purnamasari et al., 2021).

Many *waqf* assets have been neglected for years and cannot be worked. As a result, *waqf* assets cannot be utilized optimally. As expected by the *waqif*, one factor influencing the undeveloped *waqf* property is resources (Abd Jalil et al., 2019).



*Waqf* management involving third parties is carried out in various countries, one of which is Singapore, which realizes the great potential of *waqf* and then forms a company separate from the *waqf* institution. The company manages various *waqf* assets so that the *waqf* assets become productive in terms of effective and efficient management (Manaf et al., 2019).

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