

“GLOBAL SHARIA BLOCKCHAIN” INTERNATIONAL MANAGEMENT INNOVATION FOR THE TRANSPARENCY GENERATION

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Abstract: *The advancement of blockchain technology offers significant opportunities for international management practices that demand openness, accountability, and efficiency. Nevertheless, its implementation continues to face challenges related to ethics, regulation, and trust among business actors. The concept of Global Sharia Blockchain emerges as an innovative solution by integrating Sharia principles such as fairness, honesty, and the prohibition of usury into decentralized management systems. This approach is not only relevant for global institutions but also for students and professionals engaged in modern business, as they represent a generation increasingly involved in cross-border managerial processes. By embedding moral values into technology, Sharia-based blockchain has the potential to establish a transparent, inclusive, and sustainable business ecosystem. This study highlights that the adoption of Global Sharia Blockchain can strengthen international trust, enhance transactional efficiency, and build management governance that is fairer and aligned with the needs of today's workforce and student community.*

Keywords: *Blockchain technology, international management practices, Transactional efficiency*

INTRODUCTION

The rise of digital technologies has transformed the way organizations operate across borders, particularly in how they handle information and transactions. Among the most influential breakthroughs is blockchain, a system designed to enhance transparency, security, and efficiency in decentralized networks. Research highlighted in *Dialektika Informatika* points to the growing role of interoperability and smart contracts in building trustworthy digital infrastructures, (Muhammad Nurkamid,dkk,2025).This perspective positions blockchain not simply as a technical tool, but as a strategic foundation for navigating the complexities of international management.

At the same time, studies in the *JISHI Journal* reveal that blockchain adoption, especially in Indonesia's financial sector, faces significant regulatory and legal hurdles, (Rila Kusumaningsih,2025). These findings underscore that technological innovation must be supported by clear governance frameworks to gain public confidence. Within this context, the idea of a Global Sharia Blockchain emerges as a forward-looking solution—one that blends Islamic ethical principles with blockchain's technical strengths. Such an approach aims to create management systems that are not only transparent and efficient but also fair and sustainable, offering a new model for accountability in the global era.

LITERATUR REVIEW

Regulatory Challenges and Ethical (Sharia) Integration in Blockchain Implementation

Blockchain technology has emerged as a transformative innovation in global management, offering transparency, security, and efficiency across industries. Studies such as Nurkamid et al. (2025) in *Dialektika Informatika* emphasize the role of interoperability and smart contracts in creating reliable digital ecosystems, positioning blockchain as a strategic instrument for international organizational governance. Similarly, Kusumaningsih (2025) in *JISHI Journal* highlights the regulatory and legal challenges of blockchain adoption in Indonesia's financial sector, underscoring the importance of legal frameworks to ensure public trust and sustainable implementation. From an international perspective, blockchain has been applied in diverse contexts, ranging from supply chain management to financial inclusion, with particular attention to ethical and cultural frameworks. The integration of Sharia principles into blockchain systems represents a novel approach to ensuring fairness, accountability, and compliance with Islamic values in global transactions. This aligns with the growing demand for ethical finance and transparent governance models in international markets.

Furthermore, generational shifts are reshaping the workforce and academic environments. Gen Z and Gen Alpha, characterized by digital fluency, social consciousness, and a preference for transparency, are expected to drive the adoption of blockchain-based systems. Literature on generational management suggests that these cohorts value trust, inclusivity, and technological innovation, making them ideal stakeholders for the development of a *Global Sharia Blockchain*. Thus, existing scholarship points to blockchain as both a technological and cultural innovation, capable of bridging international management practices with ethical and generational expectations.

Blockchain in International Business and Supply Chain Management

Blockchain has increasingly been recognized as a transformative force in international business and management research. Šilenskytė, Sinkovics, and Kuivalainen (2025) in the *European Journal of International Management* argue that blockchain's unique feature such as decentralization, immutability, and peer-to-peer transaction intersect with critical themes in international business, including trust, institutional environments, and sustainability. Their work highlights how blockchain can reshape global governance structures by reducing agency problems and enhancing institutional transparency, making it a cornerstone of innovative management practices across borders.

In the field of international trade and supply chain management, blockchain has been studied as a tool to improve traceability and accountability. Lustenberger and Spychiger (2025) in *Supply Chain Management: An International Journal* note that while blockchain promises revolutionary transparency, its real-world adoption remains uneven. Similarly, Rajesh (2025) in the *International Journal of Economics and Business Management Research* proposes a multi-level framework where blockchain integrates with IoT and smart contracts to enhance transparency and operational efficiency in global supply chains. These studies demonstrate that blockchain is not only a technological innovation but also a managerial solution for building trust in complex international networks.

Generational Workforce Innovation through Blockchain

Beyond trade and governance, blockchain is also linked to employment and generational workforce transformation. Lee and Li (2025) from the Singapore University of Social Sciences explore how blockchain innovation can improve labor market efficiency by reducing mismatches and transaction costs. Meanwhile, Barhate and Dirani (2022) emphasize that Gen Z's digital fluency and collaborative mindset make them particularly receptive to blockchain-based systems. This aligns with the broader literature suggesting that younger generations will play a pivotal role in shaping blockchain adoption in international organizations, as they demand transparency, inclusivity, and ethical accountability in management practices.

Key Takeaways

1. Blockchain in international management: Enhances trust, reduces agency problems, and supports sustainable governance.
2. Blockchain in supply chains: Provides transparency and traceability, though adoption challenges remain.
3. Blockchain and workforce innovation: Gen Z and Gen Alpha are positioned as drivers of blockchain adoption in global labor markets.

METHOD

3.1 Research Design

This study adopts a qualitative exploratory research design to investigate how blockchain technology can be integrated into international management while remaining consistent with Sharia principles. A qualitative approach is chosen because the concept of a *Global Sharia Blockchain* is still relatively new and underexplored in academic literature. Exploratory research allows the study to uncover emerging themes, patterns, and relationships that may not yet be fully documented, while also providing flexibility to adapt to new insights during the research process.

The qualitative design is particularly suitable for examining complex social and organizational phenomena, such as transparency, trust, and ethical compliance, which cannot be fully captured through quantitative measures alone. By focusing on lived experiences, perceptions, and case studies, this research seeks to provide a holistic understanding of blockchain's role in shaping innovative international management practices.

Research Approach

The study is structured around two main approaches:

1. Literature Review and Theoretical Exploration

- A. A comprehensive review of academic journals, books, policy papers, and industry reports related to blockchain, Sharia finance, and generational workforce trends.
- B. Identification of gaps in current scholarship, particularly regarding the integration of Sharia principles into blockchain systems and their relevance to international management.

2. Comparative Case Studies

- A. Examination of global organizations and financial institutions that have experimented with blockchain for transparency, ethical governance, and compliance.
- B. Comparison of case studies across different regions to highlight variations in adoption, regulatory challenges, and cultural contexts.
- C. Special attention is given to organizations operating in Muslim-majority countries, where Sharia compliance is a critical factor in financial and managerial innovation.

Data Collection

Data collection combines secondary sources and primary fieldwork to ensure a balanced perspective:

Secondary Data

- A. Peer-reviewed journals, conference proceedings, and books on blockchain and international management.
- B. Policy documents and regulatory frameworks from international bodies (e.g., World Bank, IMF, Islamic Development Bank).
- C. Industry reports from multinational corporations experimenting with blockchain adoption.

Primary Data

- A. Surveys distributed to Gen Z professionals working in multinational companies, focusing on their perceptions of blockchain, transparency, and ethical compliance.
- B. Semi-structured interviews with Gen Alpha university students preparing to enter the workforce, exploring their expectations of transparency, inclusivity, and digital innovation in management systems.
- C. Interviews with policymakers and educators to understand institutional perspectives on blockchain adoption and Sharia compliance.

This dual focus ensures that the study captures perspectives from both current and future stakeholders in international management.

Data Analysis

The collected data are analyzed using thematic analysis, which involves coding responses to identify recurring themes such as trust, transparency, ethical compliance, and generational expectations. Thematic analysis is chosen because it allows flexibility in interpreting qualitative data while maintaining rigor in identifying consistent patterns.

Additionally, a cross-cultural comparative lens is applied to examine how blockchain adoption varies across different regulatory and cultural contexts. This is essential for understanding the international dimension of blockchain innovation and its alignment with Sharia principles. The analysis also considers generational differences, comparing how Gen Z and Gen Alpha perceive blockchain's role in management innovation.

Expected Outcomes

The study aims to produce several key outcomes:

1. **A conceptual model of Global Sharia Blockchain** as a new innovation in international management, integrating ethical finance with technological transparency.
2. **Insights into the role of Gen Z and Gen Alpha** as catalysts for transparency-driven governance, highlighting their values of inclusivity, trust, and digital fluency.
3. **Practical recommendations** for policymakers, educators, and organizations on how to integrate blockchain in ways that are ethical, sustainable, and future-oriented.
4. **Contribution to academic scholarship** by filling gaps in literature on blockchain adoption in Sharia-compliant contexts and its relevance to international management innovation.
5. **Framework for future research**, offering a foundation for quantitative studies and policy development in blockchain-based management systems.

Justification of Methodology

The choice of a qualitative exploratory design is justified by the novelty of the research topic. Since *Global Sharia Blockchain* is still conceptual, quantitative data alone would not capture the depth of ethical, cultural, and generational dimensions involved. By combining literature review, case studies, surveys, and interviews, the study ensures a comprehensive understanding of both theoretical and practical aspects.

This methodology also aligns with the international scope of the research, as it allows for comparisons across different regions, regulatory environments, and cultural contexts. Furthermore, focusing on Gen Z and Gen Alpha ensures that the study remains future-oriented, addressing the needs and expectations of the generations that will shape global management practices in the coming decades.

RESULT AND DISCUSSION

RESULTS

The review of recent studies demonstrates that blockchain technology has emerged as a multidimensional instrument in global management, with applications spanning governance, supply chain, and workforce transformation.

1. **Governance and Trust:** Blockchain enhances institutional transparency and reduces agency problems, positioning itself as a cornerstone of sustainable governance in international management.
2. **Regulatory and Ethical Integration:** Adoption challenges remain significant, particularly in contexts where regulatory frameworks and ethical principles (including Sharia compliance) are critical for ensuring public trust and sustainable implementation.
3. **Supply Chain Management:** Blockchain provides traceability and accountability in global supply chains, though adoption is uneven. Integration with IoT and smart contracts offers a pathway to operational efficiency.
4. **Workforce Transformation:** Blockchain intersects with labor market innovation, reducing mismatches and transaction costs. Generational cohorts such as Gen Z and Gen Alpha are positioned as drivers of adoption due to their digital fluency and demand for transparency and inclusivity.

DISCUSSION

Blockchain today stands as both a technological breakthrough and a managerial innovation, reshaping the way international organizations pursue transparency, accountability, and efficiency. By embedding features such as decentralization and immutability, blockchain transforms governance structures, reducing reliance on intermediaries and strengthening institutional trust. Its adoption, however, is uneven across regions, underscoring the importance of regulatory harmonization and the integration of ethical frameworks such as Sharia principles, which provide a culturally attuned model for fairness and inclusive finance. In global supply chains, blockchain offers unprecedented visibility and traceability, though challenges of interoperability, scalability, and cost remain, suggesting that hybrid systems combining blockchain with IoT and smart contracts may deliver the most practical solutions. Beyond trade and governance, blockchain is also reshaping the workforce, with younger generations—particularly Gen Z and Gen Alpha—emerging as active drivers of adoption. Their digital fluency and demand for transparency, inclusivity, and ethical accountability align naturally with blockchain's ethos, positioning them as the “Transparency Generation” that will accelerate institutional change. Taken together, these dynamics illustrate how **Global Sharia Blockchain** represents a new paradigm in international management, blending technological capability, ethical principles, and generational momentum to create systems that are not only efficient and transparent but also socially responsible and globally sustainable.

CONCLUSION

Blockchain has evolved into more than a technological tool; it has become a strategic framework for reimagining international management. Its capacity to embed transparency, reduce agency problems, and foster institutional accountability positions it as a cornerstone of global governance innovation. Yet, the uneven pace of adoption across regions underscores the necessity of regulatory harmonization and the integration of ethical principles. The incorporation of Sharia values into blockchain systems illustrates how technology can be

aligned with cultural and moral frameworks, offering a pathway toward inclusive and socially responsible finance.

In supply chain networks, blockchain's promise of traceability and efficiency is tempered by challenges of interoperability and scalability, suggesting that hybrid models combining blockchain with IoT and smart contracts may provide the most viable solutions. At the same time, generational dynamics are reshaping the trajectory of adoption. Gen Z and Gen Alpha, with their digital fluency and demand for transparency, inclusivity, and ethical accountability, are emerging as the "Transparency Generation" that will accelerate blockchain's institutionalization in global markets.

Taken together, these findings affirm that **Global Sharia Blockchain** represents a new paradigm in international management—one that blends technological innovation, ethical governance, and generational momentum. Its transformative potential lies not only in creating efficient and transparent systems but also in ensuring that global management practices remain culturally attuned, ethically grounded, and sustainable for the future.

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