

## **ABSTRACT**

This study examines the meaning of sustainable Muslim women's leadership based on *khadimul ummah* among Aisyiyah women leaders in Central Java. The main focus is directed toward understanding the lived leadership experiences of Aisyiyah women leaders and formulating a Sustainable Woman Islamic Leadership model based on *khadimul ummah* from the perspective of Human Resource Management. The study is grounded in the limitations of Western leadership theories, women's leadership theories, and normative Islamic leadership frameworks in explaining Muslim women's leadership experiences rooted in spirituality, service, social benefit, cadre development, deliberation, and organizational sustainability.

A qualitative approach with a transcendental phenomenological method was employed. The informants consisted of ten Aisyiyah women leaders in Central Java who were selected purposively based on their leadership experience, involvement in organizational decision-making, and understanding of Islamic leadership values. Data were collected through in-depth interviews, limited participatory observation, and document study. The analysis was conducted through epoché, phenomenological reduction, the development of noetic-noematic relations, eidetic reduction, and individual critical review to reveal the essence of leadership experience.

The findings indicate that Aisyiyah women's leadership is understood as a spiritual trust, a practice of service to the community, and a form of social responsibility. This meaning is manifested through *khidmah*, exemplary conduct, deliberation, collective work, cadre development, and an orientation toward *masalah*. *Khadimul ummah* is not merely understood as a concept of service, but as a foundation of leadership consciousness that integrates *tauhid*, *amanah*, *hisab*, *khidmah*, *masalah*, and organizational sustainability. Based on these findings, the study formulates a Sustainable Woman Islamic Leadership model based on *khadimul ummah*, namely a Muslim women's leadership model rooted in spiritual consciousness, enacted through service and human resource development, and directed toward the sustainability of values, cadres, organization, and public benefit.

The theoretical contribution of this study lies in the development of Muslim women's leadership within the framework of Islamic leadership and value-based Human Resource Management. Practically, the proposed model may serve as a reference for Aisyiyah, Muhammadiyah, and other socio-religious organizations in developing women's leadership that is contextual, sustainable, and oriented toward service to the community.

**Keywords:** Muslim Women's Leadership; *Khadimul Ummah*; Aisyiyah; Transcendental Phenomenology; *Sustainable Woman Islamic Leadership*.