

Analysis Of The Impact Of Dual Leadership On The Welfare Of Administrators At The Bahrul Hidayah Islamic Boarding School In Sidoarjo

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Abstract:

Dual leadership is a management pattern in which two leaders hold strategic authority in one institution, which has the potential to cause misunderstandings, overlapping authority, and role conflicts if not managed properly. At the Bahrul Hidayah Islamic Boarding School in Sidoarjo, the existence of two leaders, namely the caretaker and the head of the foundation, has caused various problems in the management of the boarding school and in fulfilling the welfare of the administrators. This study aims to evaluate the implementation of dual leadership and its impact on the welfare of administrators. Using a qualitative method with a case study approach, data was obtained through interviews, observations, and documentation of five key informants, consisting of one caretaker, one foundation chairperson, and three administrators. The results of the study show that the basic needs of the administrators, including food, shelter, bicycle, and other utility facilities, have generally been met. However, there is an imbalance between the workload and the compensation received, accompanied by a lack of involvement of administrators in strategic decision-making. This situation creates psychological tension, reduces work motivation, and creates uncertainty in carrying out tasks. Therefore, a clear division of authority, improved communication patterns between leaders, and more active involvement of administrators in the managerial process are needed to create harmonious pesantren governance and improve the welfare of administrators in a sustainable manner.

Keywords: *Dual Leadership; Caretaker Welfare; Islamic Boarding School.*

Introduction

Education is the main foundation in national development because it serves as a means of transmitting knowledge, skills, values, and attitudes that shape individual character and the quality of human resources. Through education, society gains access to critical thinking, problem-solving skills, and inclusive social development, thereby promoting equal opportunities and sustainable growth.¹ In the Indonesian context, religious educational institutions such as Islamic boarding schools play a strategic role in instilling religious values, shaping the morals of students, and serving as important partners in the national education system.²

As traditional Islamic educational institutions, Islamic boarding schools rely on the figure of the kiai, dormitories, the method of teaching classical Islamic texts, and the student care system. However, the sustainability of the quality of education in Islamic boarding schools is greatly influenced by the implementation of professional management. Several

¹ Andini, R. R., Artanti, D. R. N., Hasnim, A. M., Nasihah, L. A., & Mahardika, I. K. (2024). Peran pendidikan dalam membangun pengetahuan masyarakat. *Jurnal Ilmiah Multidisiplin Terpadu*, 8(12), 91-96.

² Junaedi, R. A. A., Rama, B., & Yahdi, M. (2023). Lembaga Pendidikan Pesantren Di Indonesia. *Iqra: Jurnal Ilmu Kependidikan Dan Keislaman*, 18(2), 101-107.

studies show that the implementation of effective management functions can improve the quality of the curriculum, human resources, and students.³ In fact, the application of Total Quality Management (TQM) strategies has shown a positive contribution to the effectiveness and competitiveness of Islamic boarding schools.⁴

However, most previous studies still focus on the sole leadership of the kiai and the effectiveness of charismatic patterns. Studies such as Restya et al⁵, Apip et al⁶, and Nasarudin and Frianto⁷ mostly discuss the role of individual leadership on the motivation and performance of administrators, without further examining the welfare of administrators in a dual leadership situation. There are studies on dual leadership, such as Fikri & A'la but the focus is still limited to operational aspects, not directly on the welfare of administrators. Thus, there is a significant research gap regarding the impact of dual leadership on the welfare of administrators in Islamic boarding schools.⁸

To fill this gap, this study offers a new perspective by examining the dynamics of dual leadership at the Bahrul Hidayah Islamic Boarding School in Sidoarjo and its implications for the welfare of administrators. The novelty of this study lies in its focus on exploring the welfare of administrators in terms of financial, psychological, and work relationship aspects in the context of dual leadership, which has rarely been studied in depth.

Therefore, based on the above explanation, several objectives of this study can be identified, including:

1. Evaluating the implementation of dual leadership patterns applied at the Bahrul Hidayah Islamic Boarding School in Sidoarjo.
2. Analyzing the welfare conditions of administrators at the Bahrul Hidayah Islamic Boarding School in Sidoarjo.
3. Identifying and analyzing the impact of dual leadership on the welfare aspects of administrators at the Bahrul Hidayah Islamic Boarding School in Sidoarjo.

Method

This study uses a qualitative approach with a case study method that focuses on the Bahrul Hidayah Islamic Boarding School in Sidoarjo. Data was collected through observation, interviews, and documentation to explore the phenomenon of dual leadership

³ Rosid, M. H. A. R., & Azis, A. A. (2022). Manajemen Pondok Pesantren Dalam Meningkatkan Mutu Kualitas Santri Pondok Pesantren Darussalam Blokagung Banyuwangi. *Jurnal Manajemen Pendidikan Islam Darussalam*, 4(2), 178-193.

⁴ Putri, M. S., Umiati, T., Jailani, M. S., Harja, H., Yennizar, Y., & Amrizal, A. (2024). Manajemen Mutu Terpadu Lembaga Pendidikan Pondok Pesantren. *Journal on Education*, 6(2), 11094-11109.

⁵ Restya, W. P. D., Karim, S., & Ariansyah, R. (2022). MODEL KEPEMIMPINAN TEUNGKU DI PESANTREN MA RKAZ AL-ISHLAH AL-AZIZIYAH BANDA ACEH. *Psikoislamedia: Jurnal Psikologi*, 7(1), 53-65.

⁶ Apip, A., Sukandar, A., & Setiawan, M. (2022). Pengaruh Pola Kepemimpinan Kiai Dan Manajemen Pesantren Terhadap Kinerja Pengurus Pondok: Studi Kasus Di Pesantren At-Tadzkir Pasanggrahan Kabupaten Majalengka. *Edukasi: Journal of Educational Research*, 2(2), 161-181.

⁷ Nasarudin, L., & Frianto, A. (2021). Pengaruh Budaya Organisasi dan Gaya Kepemimpinan Terhadap Komitmen Organisasi Pengurus Pondok Pesantren Roudlotul Qur'an Darul Falah III Cukir Jombang. *BIMA: Journal of Business and Innovation Management*, 3(3), 284-298.

⁸ Fikri, M., & A'la, N. (2021). KEPEMIMPINAN GANDA DALAM PENGELOLAAN LEMBAGA PENDIDIKAN NONFORMAL DAYAH AR-RAHMAH DAN TK TAHFIZUL QUR'AN. *Intelektualita*, 6(01)

and its impact on the welfare of administrators. Informants were determined using purposive sampling techniques, including caregivers, foundation chairpersons, and boarding school administrators who met certain criteria, such as a minimum term of office of one year, involvement in policy-making, understanding of boarding school management, and willingness to be a source of information. More detailed information about the informants can be seen in the table below.

Table 1. Informant Data

Initials of Informant	Description			
	Job Status	Age	Criteria	Notes
AAM	Caretaker	58 years old	a) Have been actively serving for at least 1 year. b) Be directly involved in pesantren policy-making. c) Understand the pesantren management system. d) Be willing to be a research informant.	Founder of Islamic Boarding School
MAR	Foundation chairperson	35 years old	a) Have served for at least 1 year. b) Understand the pesantren management system. c) Have decision-making authority. d) Be willing to be a research informant.	The son of the founder who became the chairman of the foundation
MTH	Administrator	25 years old	a) Served as an active administrator for at least 1 year. b) Understands the leadership coordination process in Islamic boarding schools.	The management has been in place for more than 6 years.
ZMN	Administrator	22 years old	c) Willing to be a research informant.	The management has been in place for more than 3 years.
RA	Administrator	24 years old		The management has been in place for more than 5 years.

In addition the selection of locations, determination of informants, and preparation of interview questions were carried out systematically so that the data obtained was relevant

and supported the achievement of the research objectives.⁹ Furthermore, to ensure data validity, this study applied source triangulation by comparing information from various informants with different backgrounds and experiences. The interview results were transcribed, observations were made on daily interactions and work dynamics, while documentation was analyzed to reinforce the findings. All data were then analyzed in depth through a case study approach to provide a comprehensive picture of the issue of dual leadership and an accurate understanding of the actual conditions in the field and their impact on the welfare of the managers of the Bahrul Hidayah Islamic Boarding School.

In general, this study uses a qualitative approach. In terms of data collection, this study uses three methods, namely observation, interviews with five informants, and documentation. In terms of data validity this study uses source triangulation, and case study methods in data analysis.

Discussion

This subchapter will discuss in depth the findings of research related to the implementation of dual leadership and its impact on the welfare of administrators at the Bahrul Hidayah Islamic Boarding School in Sidoarjo. This discussion is compiled to answer the research focus that has been determined, with reference to relevant theories and supported by empirical data from interview results.

1. Dual Leadership at Bahrul Hidayah Islamic Boarding School

The results of the study show that dual leadership at Bahrul Hidayah Islamic Boarding School in Sidoarjo is carried out by the Caretaker and the Chair of the Foundation, with each having their own division of tasks. In general, this system works, but it often faces obstacles due to differences in opinion, slow decision-making, and overlapping authority, which directly impact the operations of administrators in the field.

To support the above findings, there are several excerpts from interviews with informants. Mr. Aziz (Caretaker) stated, "Sometimes it's about policy, sometimes it's about programs... usually we try to discuss things when there are disagreements."¹⁰ Similarly, Mr. Ali (Chairperson of the Foundation) said, "Sometimes, even though tasks have been divided, there is still interference, but usually, if there are differences, we try to discuss it together first to find a middle ground."¹¹ This shows that even though the personal relationships between the leaders are quite good, institutionally, a more effective coordination system and clarity of authority are still needed.

The impact of leadership inconsistency is felt directly by administrators. Mr. Taufik said, "Sometimes decisions take so long to be made, so administrators are often confused waiting for instructions that are never clear,"¹² while Mr. Zulkifli added,

"Decisions sometimes take so long to come out... programs that should have been prepared well in advance end up being rushed and hurried."¹³ This phenomenon is in

⁹ Sugiyono, P. D. (2019). metode penelitian pendidikan (kuantitatif, kualitatif, kombinasi, R&D dan penelitian pendidikan). Metode Penelitian Pendidikan, 67.

¹⁰ Abdul Aziz Munif (Pengasuh), Sidoarjo, 20 Juni 2025

¹¹ Muhammad Ali Ridho, S.Pd (Ketua Yayasan), Sidoarjo, 20 Juni 2025

¹² Muhammad Taufik Hidayatullah, S.Pd (Pengurus), Sidoarjo, 18 Juni 2025

¹³ Zulkifli Mahmud Nur (Pengurus), Sidoarjo, 21 Juni 2025

line with Herzberg's theory, which emphasizes that work environment factors such as uncertainty of direction, policy inconsistency, and a tense work atmosphere can reduce job satisfaction and motivation among administrators even if their basic needs are met.¹⁴

This dual leadership situation can also be explained through the Job Demands-Resources (JD-R) Model framework developed by Demerouti and Bakker. This model divides job characteristics into two main categories:

1. Job Demands: Aspects of the job that require sustained physical and/or mental effort and have the potential to cause stress. In the context of this study, Job Demands are represented by high workloads, time pressure, and role conflicts triggered by unclear directions from two leaders. These high demands trigger the Health Impairment Process, which leads to psychological strain and burnout.
2. Job Resources: Physical, psychological, social, or organizational aspects that serve to help achieve goals, reduce Job Demands, and/or stimulate personal growth. The findings indicate that the lack of Job Resources includes clarity of authority, communication support between leaders, and the involvement of administrators in strategic decision-making. Low Job Resources hinder the Motivational Process, thereby reducing work engagement and the well-being of administrators.

Mr. Taufik emphasized, "Sometimes we are ready to implement a program, but suddenly there is a change in decision, so the preparation is rushed or even canceled,"¹⁵ which shows that the lack of clarity in roles and directions causes operational pressure. The administrators emphasized the need for improved communication between leaders and a more definitive division of tasks. Mr. Aziz stated, "What needs to be addressed is communication and the division of authority... so that when there is a problem, a solution can be found quickly."¹⁶

Mr. Zulkifli added, "Leadership communication must be improved first... the division of tasks must be more clearly defined, so that there is no interference that causes overlap."¹⁷ This suggestion is in line with the theory of shared leadership, which states that unclear roles and objectives can lead to role overload and operational tension at the executive level.¹⁸

Thus, even though personal relationships between leaders are good, dual leadership in Islamic boarding schools still faces institutional obstacles in the form of ineffective coordination and unclear division of tasks. To improve the effectiveness of Islamic boarding school management, regular consultation forums, clear division of authority, and adaptive internal communication are needed. This step is expected to minimize policy conflicts, accelerate decision-making, and create a conducive working atmosphere for administrators, in accordance with the principles of adaptive leadership and agile leadership in facing the dynamics of modern organizations.¹⁹

14 Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16

15 Muhammad Taufik Hidayatullah, S.Pd (Pengurus), Sidoarjo, 18 Juni 2025

16 Abdul Aziz Munif (Pengasuh), Sidoarjo, 20 Juni 2025

17 Zulkifli Mahmud Nur (Pengurus), Sidoarjo, 21 Juni 2025

18 Hao, M., Min, Y. A., Jie, L., & Yuling, D. (2025). The effect of shared leadership on employee resilience: wielding the double-edged sword. *Frontiers in Psychology*, 16, 1441660.

¹⁹ Heifetz, R. A., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership: Tools and tactics for changing your organization and the world*. Harvard business press.

2. The Welfare of Administrators at the Bahrul Hidayah Islamic Boarding School

The results of the study show that the welfare of administrators at Bahrul Hidayah Islamic School has generally been fulfilled in terms of basic needs, such as housing, food, electricity, monthly allowances, and regular religious lectures. However, there are several aspects of welfare that have not been fulfilled, including self-development, balance between workload and compensation received, and socio-psychological aspects.

Mr. Aziz stated, "From what I see, it's not bad. The administrators here get housing, food, monthly stipends, and regular religious lectures. So, besides work, they also gain knowledge."²⁰ This statement was supported by Mr. Ali (Chair of the Foundation), who added, "I think it's pretty good. They get food, housing, electricity, and even stipends, plus they still get regular religious instruction from the caretaker."²¹

Although their basic needs are met, the administrators feel that their financial compensation is not fully commensurate with their workload. Mr. Taufik explained, "If you say it's adequate, well, not entirely. Sometimes there's a lot of work, especially when there are big events. So, if possible, in the future, the honorarium should be more in line with the workload."²² Mr. Zulkifli expressed a similar sentiment, "Alhamdulillah, I think the allowance is sufficient, but sometimes there are big events that should warrant an additional allowance."²³ These findings indicate an imbalance between work demands and compensation, in line with the Job Demands–Resources (JD-R) concept, which states that an imbalance between job demands and job resources can reduce work well-being.²⁴

In addition to financial aspects, the welfare of administrators is also influenced by social relationships and the work environment. Mr. Taufik said, "The administrators are solid, get along well, and often work together. However, as mentioned earlier, policies from the leadership sometimes create tension."²⁵ Mr. Zulkifli added, "The managers get along well and help each other. But sometimes, when there is a lack of synchronization in policies from above, the atmosphere becomes tense."²⁶ This shows that horizontal relationships among managers are quite harmonious, but a lack of synchronization in leadership policies can cause tension. This finding is in line with Nurisman who state that a conducive work atmosphere greatly affects the motivation and comfort of managers.²⁷

The administrators are also given the opportunity to participate in decision-making, although their involvement is still limited. Mr. Aziz stated, "Yes, they are involved. Usually, when there are internal meetings about activities, boarding school regulations, or special programs, the administrators are invited to attend. They can give suggestions, reports, or input."²⁸ Mr. Ali added, "Yes, administrators are usually invited to meetings

20 Abdul Aziz Munif (Pengasuh), Sidoarjo, 20 Juni 2025

21 Muhammad Ali Ridho, S.Pd (Ketua Yayasan), Sidoarjo, 20 Juni 2025

22 Muhammad Taufik Hidayatullah, S.Pd (Pengurus), Sidoarjo, 18 Juni 2025

23 Zulkifli Mahmud Nur (Pengurus), Sidoarjo, 21 Juni 2025

24 Hao, M., Min, Y. A., Jie, L., & Yuling, D. (2025). The effect of shared leadership on employee resilience: wielding the double-edged sword. *Frontiers in Psychology*, 16, 1441660

25 Muhammad Taufik Hidayatullah, S.Pd (Pengurus), Sidoarjo, 18 Juni 2025

26 Zulkifli Mahmud Nur (Pengurus), Sidoarjo, 21 Juni 2025

27 Nurisman, H. A. (2024). *Pengaruh Motivasi dan Gaya Kepemimpinan Terhadap Kinerja Pengurus Pondok Pesantren Darut Taqwa Ponorogo* (Doctoral dissertation, IAIN Ponorogo).

²⁸ Abdul Aziz Munif (Pengasuh), Sidoarjo, 20 Juni 2025

when there are major programs or activities.²⁹ However, administrators consider that the space for strategic participation is still minimal. Mr. Taufik explained, "Sometimes yes, but not always. Usually, when there are major programs or special events, administrators are invited to meetings to give their opinions. But when it comes to major policies, we just accept the decisions."³⁰ Mr. Zulkifli emphasized, "Yes, we are sometimes invited to discussions, but again, when it comes to the higher-ups, there are often differences of opinion, so sometimes our voices are not heard by our superiors."³¹

From the perspective of self-development, facilities that support the actualization and training of administrators are still limited. This makes it difficult for administrators to optimally develop their managerial and leadership capacities. Overall, the welfare of administrators at the Bahrul Hidayah Islamic Boarding School is influenced by four aspects: economic, psychological and social, participation, and self-development. Welfare is not only related to material fulfillment, but also the quality of social relationships, involvement in decision-making, and opportunities for self-development. Therefore, Islamic boarding schools need to improve their coordination systems, adjust compensation based on workload, and encourage participation and training for administrators to create a conducive and productive work environment.³²

3. The Impact of Dual Leadership on the Welfare of Administrators

The results of the study show that dual leadership at the Bahrul Hidayah Islamic Boarding School had a significant impact on the welfare of administrators, both psychologically, operationally, financially, and in terms of participation in decision-making. The dualism of leadership at this pesantren has led to coordination errors, conflicting instructions, and delays in decision-making, which ultimately cause psychological stress, confusion in tasks, and uncertainty in program schedules for administrators.

Mr. Taufik revealed, "In general, things are running smoothly, but sometimes there are obstacles due to differences in views between the caretakers and the foundation. Sometimes decisions take a long time to be made, so the administrators below are often confused, waiting for instructions that are not clear."³³ This statement shows that the lack of synchronization at the leadership level has a direct impact on the effectiveness of the administrators' work. Mr. Zulkifli added, "Sometimes, unsynchronized policies from above create tension. We at the lower levels are affected by this, having to carry out tasks with instructions that are sometimes inconsistent."³⁴ This confirms that poor coordination can cause psychological tension and disrupt the working atmosphere among administrators.

Another impact of dual leadership is an increased workload due to role conflicts.

²⁹ Muhammad Ali Ridho, S.Pd (Ketua Yayasan), Sidoarjo, 20 Juni 2025

³⁰ Muhammad Taufik Hidayatullah, S.Pd (Pengurus), Sidoarjo, 18 Juni 2025

³¹ Zulkifli Mahmud Nur (Pengurus), Sidoarjo, 21 Juni 2025

³² Marnelli, Y., & Rahman, R. (2022). Subjective Well Being Guru Honorer di Pondok Pesantren Darul Falah Lubuk Tarok Kabupaten Sijunjung. *AS-SABIQUN*, 4(4), 936-951.

³³ Muhammad Taufik Hidayatullah, S.Pd (Pengurus), Sidoarjo, 18 Juni 2025

³⁴ Zulkifli Mahmud Nur (Pengurus), Sidoarjo, 21 Juni 2025

Mr. Rino stated, "Well, in my opinion, dual leadership makes the workload even heavier. Sometimes one leader says A, while the other wants B. So, the staff under them have to work twice as hard to please both of them."³⁵ Mr. Taufik added, "Well, from my perspective, dual leadership has two combined effects. On the one hand, it increases the workload because there are often differences of opinion and staff have to go back and forth between two directions. On the other hand, important decisions also take longer because they have to wait for the two people to agree first."³⁶ This statement shows that managers not only face role confusion, but also high work pressure and uncertainty in their daily tasks.

Financial compensation is also an important issue. Mr. Taufik said, "Sometimes there is a lot of work, especially when there are big events. So, in the future, the honorarium should be adjusted to the workload."³⁷ Mr. Zulkifli added, "In my opinion, dual leadership makes work less than optimal. This is because decision-making often takes a long time, waiting for the two leaders to agree first. Sometimes important decisions are delayed, while the time to implement activities is already tight."³⁸ These findings indicate an imbalance between work input and compensation, which affects the motivation and comfort of the administrators.

The participation of administrators in strategic deliberations is also still limited. Mr. Zulkifli explained, "Yes, we are sometimes invited to deliberations, but again, when it comes to the top management, there are often differences of opinion, so sometimes our voices are not heard by our superiors."³⁹ Mr. Aziz emphasized the importance of improving coordination, "What needs to be improved is communication and the division of authority. So that it is clear which tasks belong to the caregivers and which belong to the foundation, and so that there is no overlap."⁴⁰ This statement shows that the leadership is aware of the need for a clear system of communication and division of tasks so that the welfare of the administrators is not disrupted.

Based on the results of the discussion, it can be seen that there are five aspects of the welfare of administrators that are affected by the existence of dual leadership at the Bahrul Hidayah Islamic Boarding School. From a psychological perspective, the lack of coordination between leaders often causes tension, confusion, and even pressure for administrators. In terms of operational work, unsynchronized instructions and slow decision-making have an impact on decreased work effectiveness and an increased workload.

Furthermore, in terms of finances, there is an imbalance between the additional workload carried out by administrators and the honorarium or *bisyaroh* they receive, especially when there are large *pesantren* activities. In terms of participation, although administrators are often involved in activities, their aspirations are often ignored due to

35 Rino Ardiansyah, S.Kom (Pengurus), Sidoarjo, 19 Juni 2025

36 Muhammad Taufik Hidayatullah, S.Pd (Pengurus), Sidoarjo, 18 Juni 2025

37 Muhammad Taufik Hidayatullah, S.Pd (Pengurus), Sidoarjo, 18 Juni 2025

38 Zulkifli Mahmud Nur (Pengurus), Sidoarjo, 21 Juni 2025

39 Zulkifli Mahmud Nur (Pengurus), Sidoarjo, 21 Juni 2025

40 Abdul Aziz Munif (Pengasuh), Sidoarjo, 20 Juni 2025

differences in opinion among leaders. Meanwhile, in terms of non-financial welfare, support in the form of training, self-development, and guidance is still inadequate, so administrators do not yet have the opportunity to improve their capacity and quality.

This finding is in line with Herzberg's theory, which states that work environment factors such as unclear instructions and role conflicts can reduce job satisfaction even when basic needs are met.⁴¹ Lestari also emphasizes that dualistic leadership without clear division of tasks and effective coordination can create organizational instability and reduce human resource well-being.⁴²

Conclusion

Dual leadership at Bahrul Hidayah Islamic Boarding School is implemented by the caretaker and the head of the foundation, each responsible for religious and administrative matters. Coordination between them remains informal, with overlapping instructions and unclear policy directions, so daily programs often run without overall synchronization. Although the organizational structure is clearly designed, the lack of regular consultation forums prevents optimal collaboration.

Regarding administrator welfare, basic needs such as food, shelter, monthly honoraria, and facilities are met, and administrators can carry out their religious and social duties. However, additional incentives for handling large activities, psychological support, and opportunities for training and self-development are lacking. This dual leadership creates confusion, mental stress, and uncertainty in daily tasks, reducing work effectiveness and affecting administrators' emotional well-being and motivation.

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41 Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16

42 Lestari, R. (2023). Dualisme Kepemimpinan di Pesantren dan Implikasinya. *Jurnal Manajemen Pendidikan Islam*, 7(2), 45-58.

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