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WOMEN IN LEADERSHIP: A CASE STUDY ON THE MULTIFACETED ROLE OF FATAYAT NU TULUNGAGUNG CHAIRPERSON

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Abstract. This research aims to explore the leadership style and strategies of the Chairwoman of Fatayat NU Tulungagung, who has been notably successful despite managing multiple roles. In addition to her role as Chairwoman of Fatayat NU Tulungagung, she also serves as a wife, mother of two children, and principal of two elementary schools (SDN) in Tulungagung. This study uses a case study method with a qualitative approach. Data were collected through in-depth interviews, participant observation, and documentation from the Chairwoman of Fatayat NU. The results show that the Chairwoman of Fatayat NU Tulungagung adopts a transformational leadership style characterized by openness, empathy, and the ability to effectively delegate tasks. Additionally, her ability to balance dual roles contributes to the organization's success, with support from both her family and the organization being key factors. This study concludes that the leadership style of women with dual roles is not only effective in advancing the organization but also reflects a model of leadership that is adaptive and responsive to the needs of religious-based organizations.

Keywords: *women's leadership, dual roles, religious organization, Fatayat NU*

Abstrak. Di antara topik yang cukup jarang diulas dalam kajian akademik terkait kepemimpinan adalah gaya kepemimpinan perempuan dengan peran ganda. Penelitian ini bertujuan mengeksplorasi gaya dan strategi kepemimpinan Ketua Fatayat NU Tulungagung yang terbilang cukup sukses meski menjalankan peran ganda. Peran lain yang juga diemban oleh ketua Fatayat NU Tulungagung adalah istri, Ibu dari 2 anak dan kepala Sekolah untuk 2 SDN di Tulungagung. Penelitian ini menggunakan metode studi kasus dengan pendekatan kualitatif. Data diperoleh melalui wawancara mendalam, observasi partisipatif, dan dokumentasi dari Ketua Fatayat NU. Hasil penelitian menunjukkan bahwa Ketua Fatayat NU Tulungagung mengadopsi gaya kepemimpinan transformasional yang ditandai dengan keterbukaan, empati, serta kemampuan untuk mendelegasikan tugas secara efektif. Selain itu, kemampuan untuk mengelola peran ganda secara seimbang berkontribusi pada keberhasilan organisasi, di mana dukungan dari anggota keluarga dan organisasi menjadi faktor penentu. Penelitian ini menyimpulkan bahwa gaya kepemimpinan perempuan dengan peran ganda tidak hanya efektif dalam memajukan organisasi, tetapi juga mencerminkan model kepemimpinan yang adaptif dan responsif terhadap kebutuhan organisasi berbasis keagamaan.

Kata kunci: *Kepemimpinan perempuan, peran ganda, Fatayat NU*

INTRODUCTION

Leadership is a topic that continues to be in the spotlight in various academic studies, especially in the context of organizations. (Azzaini, 2023). Experts have proposed many

Arista Dwi Saputri: *Women in Leadership*.....

theories and concepts of leadership, covering multiple leadership styles and their effectiveness in various situations. However, among the different studies related to leadership, discussions on women's leadership with dual roles are still relatively rare. A deeper understanding of this leadership style is very relevant, especially in the modern era where women are increasingly taking on strategic roles in various sectors, professional and personal lives. According to Maddock (1999), the dual roles carried out by women, such as organizational leaders, mothers, wives, and community members, present challenges that require different and adaptive leadership strategies.

In the context of religious-based organizations, the role of female leaders is increasingly important, considering that they not only face challenges in managing the organization but are also expected to be role models in carrying out social and spiritual roles (Junaidi & Sukanti, 2022). One of the religious organizations in Indonesia led by women is Fatayat Nahdlatul Ulama (NU), an autonomous body of NU that focuses on women's empowerment. This organization provides opportunities for women to participate in social, educational, and religious activities, as well as being a platform to fight for women's rights in a society that adheres to religious values.

The Chairwoman of Fatayat NU Tulungagung is a real example of a female leader who can carry out dual roles effectively (Adisti, 2021). She leads the organization, acts as a wife, mother of two children, and principal of two State Elementary Schools (SDN) in the Tulungagung area. Her success in managing the organization while carrying out family and professional responsibilities has raised interest to be explored further, especially regarding the leadership strategies she

implemented and the supporting factors that enabled her success.

This study aims to dig deeper into the leadership style and strategy applied by the Chairperson of Fatayat NU Tulungagung, especially in the context of the dual role she holds. The leadership style of women who have dual roles is an interesting topic because they are not only required to lead the organization well but must also be able to manage personal responsibilities in a balanced manner. (Fitriani, 2015). Understanding this leadership style can provide new insights into how female leaders in religious-based organizations can adapt and advance the organization while carrying out other roles outside the organization.

According to Handoko and Tjiptono (1996) in the context of leadership studies, one of the theories relevant to gender studies is transformational leadership. Transformational leadership style has been widely recognized as one of the effective leadership styles in inspiring and motivating organizational members to achieve higher goals. Transformational leadership is characterized by several characteristics, Knöbl, A. (2023) argues that the characteristics include openness, empathy, inspiration, and the ability to delegate tasks effectively. Transformational leaders not only focus on achieving targets but also on developing the potential of the individuals they lead. In this study, the transformational leadership style will be the main focus in examining how the Head of Fatayat NU Tulungagung leads his organization and manages other roles.

In addition to leadership style, this study will also highlight how the Head of Fatayat NU Tulungagung manages his dual roles effectively. A leader with dual roles, such as that held by the Head of Fatayat NU, faces different challenges than a

Arista Dwi Saputri: Women in Leadership.....

leader who only focuses on one role (Prami & Widiastuti, 2023). Family support plays an important role, especially as one of the key factors influencing a leader's ability to carry out dual roles successfully (Ramadhani, 2016). In this case, this study will further explore how the Head of Fatayat NU gets this support and how it impacts the success of his leadership.

10 This study uses a qualitative approach with a case study method. The case study was chosen because this study focuses on one subject, namely the Chairperson of Fatayat NU Tulungagung, which is expected to provide a deeper picture of her leadership style and how she manages dual roles. Data were obtained through in-depth interviews with the Chairperson of Fatayat NU, participant observation, and documentation related to her activities in the organization and other roles. Through this method, it is expected to find comprehensive information regarding the dynamics of women's leadership with dual roles, as well as the factors that influence their success.

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8 The results of this study indicate that the Chairperson of Fatayat NU Tulungagung adopts a transformational leadership style. This leadership style is characterized by the leader's ability to communicate effectively, show empathy towards members, and delegate tasks well. In addition, the success of the Chairperson of Fatayat NU in managing the organization is also inseparable from her ability to balance other roles, both as a mother, wife, and principal. With the support of her family and members of the organization, the Chairperson of Fatayat NU can divide her time and energy effectively so that all the roles she holds can be carried out well.

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28 The results of this study are expected to provide deeper insight into women's leadership in the context of religious organizations, especially for women who have to carry out dual roles. Yukl (2013) argues that one of the main characteristics of

[346] * Jurnal Dinamika Penelitian: Media Komunikasi Penelitian Sosial Keagamaan

17 a successful leader is his or her ability to adapt his or her leadership style according to the situation and challenges faced, especially in situations that require a balance between professional and personal roles. The findings of the study indicate that the ability to manage time, delegate tasks, and support from family are the main factors in the success of his or her leadership. The conclusions of this study are expected to provide an important contribution to the literature on adaptive leadership, as well as offer a relevant leadership model for women who must simultaneously carry out public and domestic roles in the modern era.

METHOD

4 This research methodology uses a qualitative approach with a case study method to explore the leadership style of the Head of the Fatayat Nahdlatul Ulama Tulungagung Branch, who successfully led the largest women's organization in her area despite having to carry out many roles at once. This study aims to understand how a woman who holds various roles—as an organizational leader, wife, mother of two children, and principal of two elementary educational institutions—can remain effective in leading a religious organization in a Long Distance Marriage (LDM) situation.

7 Data were collected through three main techniques: in-depth interviews, participant observation, and documentation. In-depth interviews were conducted in a semi-structured manner to gain a rich and detailed understanding of the subjective experiences of the Fatayat NU chairman in managing the various roles he holds. Creswell (2014) explains that in-depth interviews in qualitative research allow researchers to explore the meaning of individual experiences in greater depth, thus producing rich and complex data. The main informant in

Arista Dwi Saputri: Women in Leadership.....

the interview was the Fatayat NU chairman, while interviews with members of the organization and his family members were conducted to provide additional perspectives on his leadership style. Participatory observation techniques were applied to understand the dynamics of leadership that occur in the field, with researchers directly involved in organizational activities to observe how the chairman manages the organization and interacts with members. According to Spradley (2016), participant observation is one of the important methods in qualitative case studies, because it allows researchers to understand the complex social and cultural context of the research subjects. Documentation is used as supporting data, in the form of written notes, activity reports, and organizational archives to obtain information related to the chairman's leadership activities in various situations.

This study focuses on the exploration of leadership strategies implemented by the chairman of Fatayat NU in carrying out dual roles, both in the domestic and public spheres. (Kuhnert & Lewis, 1987) his theory of transformational leadership, emphasizes the importance of a leader's ability to inspire and delegate tasks effectively to his team members, a concept that is highly relevant in the context of this study. Data analysis was conducted using a thematic approach, where researchers identified key patterns emerging from interviews, observation, and documentation data, to understand key factors that support leadership effectiveness. The aspects analyzed include time management, task delegation, and support from family and organizational members.

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RESULTS AND DISCUSSION

Profile of the Chairman of FATAYAT NU Tulungagung

Siti Kusnul Kotimah is a woman born in Tulungagung on February 3, 1980, who currently leads Fatayat Nahdlatul Ulama (NU) Tulungagung, the largest women's organization in the area. In addition to her role as the head of the organization, she also plays the role of wife, mother of two children, and principal of two elementary schools. This combination of public and domestic roles provides an interesting context for seeing how women can manage diverse responsibilities.

Siti Kusnul Kotimah's formal education began at SDN I Wajak Lor, Tulungagung, then continued to MTsN Tulungagung and MAN 2 Tulungagung. After completing secondary education, she continued her studies at STAIN Tulungagung to obtain a Akta IV in Pendidikan Agama Islam (PAI). She then completed her master's and doctoral studies in Islamic Education Management. Her professional experience in education began as an administrative staff and part-time teacher at several elementary schools in Tulungagung. In 2007, she was appointed as a Civil Servant (Pegawai Negeri Sipil) and continued to be active in education until she was trusted to become a principal.

Outside of her role in education, Siti Kusnul Kotimah faces challenges in living a household life, especially with her Long Distance Marriage (LDM) status which requires her to carry out domestic roles remotely. This places an additional burden on her time management and responsibilities both at home and in the organization.

The data above provides an overview of a woman's ability to manage multiple roles effectively. Based on the multiple roles theory by Goode (1996), women who play multiple roles in the public and domestic spheres face major challenges in terms of

Arista Dwi Saputri: *Women in Leadership*.....

time management, stress, and role conflict. Siti Kusnul Kotimah, as the head of Fatayat Nahdlatul Ulama (NU) Tulungagung, wife, mother of two children, and principal of two elementary educational institutions, reflects how women can successfully carry out these various responsibilities. This theory also states that one of the main keys to managing multiple roles is the ability to organize, delegate tasks, and get support from those around them.

Siti's formal education, from elementary school to a doctorate in Islamic Education Management, played a significant role in developing her leadership capacity. Bourdieu (1986), in his theory of cultural capital, explains that a person's formal education and professional experience are part of the cultural capital that strengthens an individual's ability to participate effectively in various areas of social and professional life. Siti's educational background, which is tiered, from elementary school to a doctorate, shows how the cultural capital possessed by women can be an important instrument in navigating their careers.

The developmental stages of career theory proposed by Super (1963) states that careers develop through a series of stages related to growth, exploration, formation, maintenance, and decline. Siti Kusnul Kotimah began her professional career as an administrative staff and part-time teacher before finally being appointed as a Civil Servant (PNS) in 2007. Her consistent career journey shows career development that is not only based on opportunity but also commitment and continuous self-development.

In addition, the Long Distance Marriage (LDM) situation that Siti is experiencing adds to the challenges in managing her domestic role. Jones, et al. (2013) stated that role conflict in family and work can be minimized with strong social support,

whether from family, partner, or work environment. In Siti's case, the ability to manage her household life from a distance, while still effectively leading the organization and managing the school, emphasizes the importance of the support she receives, both from family and coworkers, as well as good time management skills.

Leadership Styles in Two School Institutions

Siti Kusnul Kotimah holds the definitive position as Principal at SDN 2 Gamping, a school with low socio-economic conditions, and as Acting Principal of SDN 2 Campurdarat, which is in an area with better socio-economic conditions. The differences in characteristics between these two schools reflect the main challenges in their leadership, namely time management and programs that are tailored to the conditions of each school.

At SDN 2 Campurdarat, for example, with students who are mostly from upper-middle-class families, he was able to implement more diverse programs, such as family gatherings and study tours, because of the support of larger operational funds. In contrast, at SDN 2 Gamping, which is located in a suburban area with low economic conditions, the main focus is on creating simpler but still effective programs, although limited operational funds often force the use of personal resources. The leadership style applied is flexible, adjusted to the characteristics of each school, and maximizes innovation in implementing school programs.

Siti Kusnul Kotimah who holds the definitive position as Principal at SDN 2 Gamping and Acting Principal at SDN 2 Campurdarat illustrates the importance of leadership adaptation in the context of socio-economic differences in the schools she leads. Runtu (2003) emphasized that leadership

Arista Dwi Saputri: Women in Leadership.....

effectiveness is highly dependent on the suitability of leadership style and the situation faced. In Siti's case, the ability to adapt to different conditions in both schools, both in terms of program management and resource use, demonstrates the flexibility that is the core of contingency-based leadership. At SDN 2 Campurdarat, better financial support allows for the implementation of diverse programs such as family gatherings and study tours, while at SDN 2 Gamping, which has economic limitations, simpler programs are implemented, but still maintain effectiveness.

8 The situational theory of leadership by Hersey and Blanchard (1982) emphasizes that successful leadership depends on the ability of leaders to adjust their style according to the maturity or level of readiness of their followers. Siti applies a different leadership style in each school, taking into account the economic capabilities and needs of the students and the surrounding community. At SDN 2 Campurdarat, where students come from families with middle to upper-economic conditions, Siti can run more complex programs and demand active participation from the family. In contrast, at SDN 2 Gamping, her leadership focus is more on simple but sustainable initiatives, which are adjusted to limited funds and resources.

6 Burns (1978) also argued that this style emphasizes the inspiration and motivation of followers to achieve common goals despite obstacles. In the case of SDN 2 Gamping, for example, limited funds did not prevent Siti from continuing to innovate and encourage teachers and students to actively participate in programs supported by a spirit of togetherness. This shows that transformational leadership does not only depend on material resources but also on the leader's ability to generate collective enthusiasm and vision.

According to Yukl (2013), effective leaders can adjust their strategies and approaches based on the unique situations they face, such as the differences in socio-economic conditions in the schools Siti leads. The ability to manage challenges in two schools with different characteristics shows that Siti Kusnul Kotimah practices adaptive and contextual leadership, which allows for success in various situations.

Dual Role Management Strategy

In managing two educational institutions, Siti Kusnul Kotimah applies strict and disciplined time management. She splits her time between the two schools, often having to move locations on the same day to ensure the continuity of school programs and activities. The physical and mental challenges of carrying out these duties are met with an “enjoy the process” approach, which reduces the stress of the workload and increases productivity.

In addition to her duties as principal, she also holds several roles outside of formal education, such as being Secretary of KKKS Campurdarat and Secretary of Dharma Wanita Campurdarat. Here, her leadership is not only focused on educational institutions but also on empowering women and families. Through these roles, she demonstrates a participatory leadership style, where he prioritizes communication and collaboration in running various programs.

Siti Kusnul Kotimah describes how her leadership in managing two schools as well as additional roles in other organizations demonstrates strong time management skills, discipline, and a participatory leadership approach. Covey (1997) in his concept of *The 7 Habits of Highly Effective People*, argues that effective time management requires prioritization, discipline, and the ability to stay focused on important tasks. Siti

Arista Dwi Saputri: Women in Leadership.....

Kusnul applies strict time management and discipline in dividing her attention between the two schools she manages, often changing locations on the same day. This is in line with Covey's theory regarding the importance of prioritizing activities that best support the achievement of long-term goals. By enjoying the work process, Siti has succeeded in reducing psychological stress and increasing productivity, which also follows Covey's principle that good time management is not only about physical control but also mental control.

In managing roles outside of formal education, Siti Kusnul demonstrates a participatory leadership approach. The theory of participatory leadership (Raymond et al., 2024) emphasizes that a participatory leader involves team or organizational members in the decision-making process, thereby creating a sense of ownership and shared responsibility. In the context of her role as Secretary of KKKS Campurdarat and Secretary of Dharma Wanita Campurdarat, Siti Kusnul prioritizes communication and collaboration in implementing women's and family empowerment programs. This participatory approach creates active involvement from organizational members and strengthens the social networks needed to support effective program implementation.

According to Japlani et al. (2020), individuals who play multiple roles often face role conflict or task overload, especially when resources, time, and energy are limited. However, Siti Kusnul managed to manage this challenge through a good time discipline and division of responsibilities approach. Syam, (2022) also highlighted that dual roles can cause conflict between work and family life, but with social support and good stress management strategies, such as "enjoying the process" applied by Siti, this pressure can be minimized.

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Siti Kusnul's leadership style also reflects the principles of transformational leadership, where she focuses not only on results but also on the process and development of the individuals involved. Bass (1985) explains that transformational leaders inspire and motivate their members to exceed expectations, develop their potential, and create an environment that supports active involvement. This can be seen from the way she manages various roles while maintaining collaborative and communicative relationships with members of the organization and team at school.

Overall, the leadership style and time management applied by Siti Kusnul Kusimah reinforce the theories of time management, participatory, and transformational. Discipline in time management and an approach involving communication and collaboration are the keys to success in facing the various roles she plays.

Domestic Roles and Leadership in the Family

As a wife and mother, Siti Kusnul Kotimah faces additional challenges in the form of a Long Distance Marriage (LDM), where her husband works in a different location. She emphasized the importance of consistent and structured communication in maintaining a balance between public and domestic roles. For example, she always schedules regular communication with her husband via video calls, especially at certain times such as before and after Maghrib. In addition, she also makes sure to provide quality time with her children and husband when there is an opportunity to meet physically.

In her role as a mother, Siti Kusnul Kotimah applies an approach that prioritizes education, both formal and non-formal. She chose to board her first child as an effort to provide the child with independence and a more focused education. This

Arista Dwi Saputri: *Women in Leadership*.....

shows a long-term strategy in managing the role of a mother who is not only reactive to everyday conditions but also proactive in planning for the child's future.

Research on Siti Kusnul Kotimah who underwent a Long Distance Marriage (LDM) showed the importance of consistent and structured communication in maintaining a balance between domestic and public roles. This approach is in line with boundary theory by Friedman and Greenhaus (2000), which states that individuals can navigate different roles through clear boundary strategies between work and personal life. By scheduling communication at certain times such as before and after Maghrib, Siti builds a structure that supports this balance, which reduces the potential for conflict between public and domestic roles.

As a mother, Siti's decision to send her first child to a boarding school also reflects the implementation of a long-term strategy in children's education. Bronfenbrenner (2009) stated that a child's interaction with the environment, including family and educational institutions, significantly influences a child's development. By sending her child to a boarding school, Siti chose an environment that could equip her child with independence and a more focused education, to her belief in the importance of formal and non-formal education. This decision is also in line with strategic parenting, where parents plan their child's education not only for short-term needs but also for their future readiness.

According to Bowlby (1969), Siti tried to ensure a strong emotional connection with her children even though the LDM situation limited daily interactions. By prioritizing quality time with her children, Siti showed an effort to create a secure attachment, which is important for a child's psychological development. According to Bowlby, a secure and caring

relationship with parents provides the foundation for children to grow into confident and independent individuals, in line with what Siti tried to do in her child's education.

Siti's approach, which is not only reactive to everyday conditions but also proactive in planning for the child's future, shows the application of authoritative parenting, which according to Saklofske et al., (2013), is a parenting style that combines authority with warmth and support. Siti not only provides structure and direction but also supports the development of the child's independence in a planned manner and based on mature educational principles.

Overall, these findings underscore the importance of communication, role management, and long-term planning in maintaining a balance between public and domestic life, as well as in carrying out the role of a mother who prioritizes children's education.

CONCLUSION

Siti Kusnul Kotimah is a woman who holds many roles, including Chairperson of Fatayat Nahdlatul Ulama (NU) Tulungagung, principal of two educational institutions, as well as wife and mother of two children. Research on her leadership shows how she dealt with various challenges, including the Long Distance Marriage (LDM) situation with her husband. Siti's strong educational background, from elementary school to a doctorate in Islamic Education Management, provides a solid foundation for her success. In managing two schools with different socio-economic characteristics, Siti applies a flexible and adaptive leadership style. She divides her time with discipline between SDN 2 Gamping and SDN 2 Campurdarat, running programs that are appropriate to the conditions of each school. This reflects the principles of contingency leadership,

Arista Dwi Saputri: *Women in Leadership.....*

which emphasizes the importance of adjusting leadership style according to the situation. As a wife and mother, Siti faces the challenges of a long-distance relationship that demands structured communication with her husband. She schedules regular video calls to maintain emotional connections, reflecting the importance of work-life balance. Siti also prioritizes quality time with her children, creating safe relationships and supporting their development. In parenting, Siti sent her first child to a boarding school to develop independence and directed education. Her decision reflects a proactive approach and an authoritative parenting style that combines support and discipline. Overall, Siti Kusnul Kotimah is an inspiring example for women in carrying out complex roles in modern society. Her adaptive leadership style, effective time management, and structured communication are the keys to her success in various aspects of life.

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[360] * **Jurnal Dinamika Penelitian: Media Komunikasi Penelitian Sosial Keagamaan**

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