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The Sustainability of the Indonesian Islamic Da'wah Council: An Analysis of the Leadership and Commitment of the Management in Aceh and West Nusa Tenggara

Sarafudin¹, Abdul Malik², Faizah³,

¹Universitas Islam Negeri Mataram, Indonesia, syarofuddinajah@gmail.com

²Universitas Islam Negeri Mataram, Indonesia, abdul.malik@uinmataram.ac.id

³Universitas Islam Negeri Mataram, Indonesia, faizahmurad@uinmataram.ac.id

Corresponding Author: syarofuddin@gmail.com ¹

Abstract: The functional sustainability of value-based dawah organizations in the modern era relies heavily on the capacity to manage internal resources, particularly leadership and member commitment. This study aims to conduct a comparative analysis of the organizational sustainability of the Indonesian Islamic Dawah Council (DDII) in Aceh Province and West Nusa Tenggara (NTB) Province for the 2024–2026 period, while examining the roles of leadership and board commitment in shaping organizational dynamics in both regions. Employing a qualitative approach with a multiple-case study design, data were gathered through in-depth interviews with regional leaders and board members, moderate participant observation, and documentary research. The collected data were analyzed using cross-case synthesis and validated through data triangulation. The findings reveal that DDII Aceh successfully maintains functional sustainability through a transformational-inclusive leadership style that fosters role delegation, underpinned by strong affective and normative commitment from its members. Conversely, organizational sustainability in DDII NTB remains fluctuant and stagnant, constrained by a centralized, top-heavy leadership pattern and a reliance on passive continuance commitment. The study concludes that a strong socio-religious regional base does not automatically guarantee functional organizational sustainability without adaptive leadership and emotional-ideological engagement. This study proposes the Inclusive-Ideological Sustainability Model as a theoretical novelty for managing religious non-profit organizations.

Keywords: *Organizational Sustainability, Leadership, Board Commitment, Dawah Organization, Indonesian Islamic Dawah Council.*

Abstrak: Keberlangsungan fungsional organisasi dakwah berbasis nilai (value-based organization) di era modern sangat bergantung pada kapasitas pengelolaan sumber daya internal, khususnya faktor kepemimpinan dan komitmen pengurus. Penelitian ini bertujuan untuk menganalisis secara komparatif keberlangsungan organisasi Dewan Dakwah Islamiyah Indonesia (DDII) di Provinsi Aceh dan Provinsi Nusa Tenggara Barat (NTB) periode 2024–2026, serta membedah peran kepemimpinan dan komitmen pengurus dalam memengaruhi dinamika organisasi di kedua wilayah tersebut. Penelitian ini menggunakan pendekatan

kualitatif dengan desain studi kasus multipel (multiple-case study). Data dikumpulkan melalui wawancara mendalam dengan pimpinan dan pengurus wilayah, observasi partisipatif moderat, serta studi dokumentasi, yang kemudian dianalisis menggunakan teknik cross-case synthesis dan diuji keabsahannya melalui triangulasi. Hasil penelitian menunjukkan bahwa DDII Aceh berhasil menjaga keberlangsungan organisasi secara konsisten melalui penerapan gaya kepemimpinan transformasional-inklusif yang mendorong pembagian peran, serta ditopang oleh komitmen afektif dan normatif pengurus yang kuat. Sebaliknya, keberlangsungan DDII NTB cenderung fluktuatif dan mengalami stagnasi akibat pola kepemimpinan yang sentralistik-figuratif serta dominasi komitmen kontinuan pengurus yang pasif. Penelitian ini menyimpulkan bahwa basis sosio-religius daerah yang kuat tidak secara otomatis menjamin keberlanjutan fungsional organisasi tanpa didukung oleh kepemimpinan yang adaptif dan keterikatan emosional pengurus. Penelitian ini berkontribusi Inclusive-Ideological Sustainability Model sebagai kebaruan teoretis dalam tata kelola organisasi nirlaba keagamaan.

Keywords: Keberlangsungan Organisasi, Kepemimpinan, Komitmen Pengurus, Organisasi Dakwah, Dewan Dakwah Islamiyah Indonesia.

INTRODUCTION

Da'wah organizations are socio-religious institutions that play a strategic role in social transformation, community development, and community empowerment in a sustainable manner (Fauzi, 2022; Mursyid, 2021). However, in the midst of the dynamics of the times, the rapid development of information technology, and changes in the communication patterns of the younger generation, da'wah organizations are faced with great challenges to maintain their existence. As a *value-based/ideological non-profit organization*, its sustainability is not only measured by the completeness of the formal structure, but also by the ability to maintain its functions, activities, and ideological missions consistently in the long term (Annarelli et al., 2024; Lee & Lee, 2022).

In contrast to business organizations that are supported by financial incentives, the sustainability of da'wah organizations is highly dependent on social capital and *voluntarism*, especially the quality of leadership and commitment of its administrators (Akingbola et al., 2019; Farahdel et al., 2024). Leadership plays a role in determining strategic direction, motivating members, and managing change (Yukl, 2020), while management commitment is an internal drive that maintains the sustainability of voluntary involvement in running organizational programs (Meyer & Allen, 1997). Without effective leadership and strong management commitment, religious organizations are at risk of functional paralysis even though their management structure is still formally recorded.

The Indonesian Islamic Da'wah Council (DDII), founded by Mohammad Natsir in 1967, is one of the da'wah organizations with a long historical track record and an extensive network in Indonesia (Machmudi, 2008). Despite having a management structure up to the regional level, the level of organizational sustainability of DDII shows inequality (*gap*) between regions. As Avery and Bergsteiner (2011) emphasize, organizational sustainability is determined more by the dynamics of functional activities and management participation than by the mere existence of a formal structure.

Initial observations during the period 2024–2026 indicate that there is a contrast in the sustainability of the DDII organization at the provincial level, especially between Aceh Province and West Nusa Tenggara Province (NTB). In Aceh Province, DDII is relatively able to maintain the sustainability of its organization consistently through dai development programs, strengthening institutional networks, and active socio-religious activities (Raihan, 2017). On the other hand, in NTB Province, although a formal management structure is available, the intensity of organizational activities tends to fluctuate and faces stagnation in program execution. This phenomenon is interesting to study considering that Aceh and NTB

both have a very strong Islamic socio-religious base, Aceh with the formalization of Islamic Sharia in the western part, and NTB as the "Thousand Mosques" area in the central/eastern part of Indonesia, but it produces different dynamics of the sustainability of da'wah organizations.

So far, most studies on da'wah organizations still focus on aspects of da'wah strategy, political-social roles, and religious activities in general. Comparative studies that specifically dissect the sustainability of da'wah organizations from the perspective of leadership and management commitment at the regional/provincial level are still very limited. This article is here to fill the *knowledge gap* by analyzing comparatively how leadership factors and management commitment affect the functional sustainability of DDII in Aceh and NTB in the 2024–2026 period. The findings of this article are expected to make a theoretical contribution to the study of the management of non-profit/religious organizations as well as a practical guide for strengthening the governance of da'wah organizations in Indonesia.

METHODS

Research Approach and Design

This study uses a qualitative approach with a *multiple-case study design* (Creswell & Creswell, 2018; Yin, 2018). This approach was chosen to deeply understand the phenomenon of organizational sustainability of the Indonesian Islamic Da'wah Council (DDII) at the provincial level through the exploration of experiences, views, and internal dynamics of the organization. The multiple case study design was used to compare two cases of DDII organizational management that have different functional conditions, namely Aceh Province and West Nusa Tenggara Province (NTB).

Location, Time, and Research Subject

The location of the research was determined *purposively* in two strategic areas, namely the Regional Management of DDII Aceh Province and DDII of West Nusa Tenggara Province (NTB). The selection of locations is based on variations in organizational sustainability conditions: Aceh represents relatively stable functional sustainability, while NTB represents fluctuating activity dynamics. This research was carried out for two months (May-July 2026), covering the stage of data collection to the preparation of analysis.

The main subject in this study is the Chairman of DDII in each province who has a strategic role in decision-making and management coaching. The research informants were determined using *the purposive sampling technique*, which consisted of the Provincial Secretary, the Cadre Regeneration Administrator, and the Da'wah Field Management as key informants. To enrich the perspective, this study also involved supporters in the form of active cadres, former administrators, representatives of the DDII Central Management, and community leaders/da'wah partners at the research site.

Data Collection and Research Instruments

Data was collected through three main techniques, namely *in-depth interviews*, field observations, and documentation studies. An in-depth interview based on a semi-structured interview guide was conducted to explore the informant's perception of leadership, management commitment, and organizational sustainability factors. Moderate participatory observation was applied to observe the dynamics of management meetings, the implementation of da'wah programs, and interactions between members. Meanwhile, documentation studies are carried out on organizational documents such as the Articles of Association/Bylaws (AD/ART), Management Decree (SK), activity reports, and social media publication materials.

Validity and Data Analysis

The validity of the data was checked through triangulation techniques (Alfansyur & Mariyani, 2020), which include:

- 1) Source triangulation: Comparing information between informant categories (leaders, field administrators, and external parties).
- 2) Triangulation technique: Cross-referencing in-depth interview results with observations and document data.
- 3) Time triangulation: Re-verify at different time frames of activities to ensure data consistency.

The data analysis technique refers to the qualitative case study analysis approach according to Yin (2018). The analysis stage begins with *pattern matching* (matching empirical patterns in the field with the literature on leadership theory and commitment), *explanation building* (building an explanatory narrative of the relationship between variables), *logic models* (mapping the input-process-output flow of organizational sustainability), and ends with *cross-case synthesis* to synthesize the equations, differences, and unique patterns between the cases of DDII Aceh and DDII NTB.

RESULTS AND DISCUSSION

Conditions of Continuity of the DDII Organization in Aceh and NTB Provinces (2024–2026)

The results of the study show that there is a significant difference in the level of *functional sustainability* of the DDII organization in Aceh Province and West Nusa Tenggara Province (NTB) during the period 2024–2026. Although the two regional management has legitimate structural legality through the Decree (SK) of the Central Management, the manifestation of their activities and organizational resilience show a clear contrast.

In Aceh Province, the sustainability of the organization is in the category of functional sustainability. DDII Aceh is able to carry out regular and consistent work programs, such as regular development of dai cadres, management of educational institutions of the Indonesian Da'wah Academy (ADI), and active response to regional socio-religious issues. On the other hand, in NTB Province, the continuity of the organization is in a volatile-stagnant condition. Organizational activities tend to depend on *specific events* and experience program vacuums in long intervals.

Table 1. Comparison of Organizational Sustainability Indicators of DDII Aceh and NTB (2024–2026)

Sustainability Indicators	DDII Aceh Province	DDII West Nusa Tenggara Province
Program Consistency	Structured regular work program (monthly/yearly)	Incidental/event-based programs
Meeting Regularity	Daily management meetings and plenary run in an orderly manner	Management meetings rarely held
Sustainability of Business Units/Institutions	Have an ADI base and an active da'wah unit	The support unit has not been running optimally
Response to Local Issues	Proactively responding to community issues in Aceh	Passive and responsive in a limited way

Sumber: Data Primer Terolah (Wawancara, Observasi, dan Dokumentasi, 2026)

This difference in conditions confirms the view of Avery and Bergsteiner (2011) that *organizational sustainability* is not enough to be judged from the existence of formal structures alone, but from functional consistency and the relevance of its activities to the social environment.

The Role of Leadership in Supporting the Sustainability of the Organization

The results of *the cross-case analysis* identified that the leadership pattern applied by regional leaders played a pivotal role in determining the institutional dynamics of DDII in both regions.

- 1) Transformational-Inclusive Leadership in Aceh: DDII Aceh leaders tend to adopt a transformational leadership style that emphasizes long-term vision, *delegation of authority*, and a humanist approach to young management. Leaders not only position themselves as a guiding figure, but also as facilitators who open up innovation space for field administrators. This creates an adaptive organizational climate and encourages natural leadership regeneration.
- 2) Transactional-Centralistic Leadership in NTB: In NTB, the leadership pattern is still centralistic and relies on *top-heavy leadership*. Decision-making and program mobilization depend heavily on the Chairman's personal initiative. When leaders are unable or have time constraints, the wheels of the organization tend to stop operating.

This finding is in line with Yukl's (2020) leadership theory which states that transformational leadership is more effective in motivating members of non-profit/religious organizations to contribute voluntarily than a centralistic leadership style.

Management's Commitment to Maintaining the Sustainability of the Organization

The sustainability of da'wah organizations as *value-based organizations* is highly determined by the form of commitment possessed by its administrators (Lee & Lee, 2022). By referring to the framework of Meyer and Allen (1997), this study found a difference in the dominance of the commitment dimension of management in both locations:

- 1) Dominance of Affective and Normative Commitment in Aceh: The management of DDII Aceh is dominated by *affective commitment* (a sense of belonging and strong emotional attachment to the ideals of Mohammad Natsir's da'wah) and *normative commitment* (awareness of moral obligations to defend religion and society). This commitment is strengthened by a tradition of regular cadre regeneration, so that the management feels that it is an integral part of the organization's mission.
- 2) Dominance of Continuous Commitment and Passive Role Sharing in NTB: In NTB, management commitment tends to be at the level of *limited continuance commitment* and normativity. Many administrators are willing to be included in the management decree, but have low physical and mental involvement in daily operations. The lack of emotional attachment to the organization causes the involvement of the management to decrease when faced with their personal busyness or their main work.

Research Novelty

The novelty of this research lies in the formulation of the Da'wah Organizational Sustainability Model Based on Inclusive Leadership Integration and Normative-Affective Commitment (*Inclusive-Ideological Sustainability Model*). In contrast to previous studies that generally examine the sustainability of religious organizations from the perspective of financial ability or da'wah strategies alone, this study proves that the functional sustainability of da'wah organizations at the regional level is determined by *the interplay* between the decentralized inclusive leadership style and the degree of ideological-affective commitment of the administrators. This study also identifies that the existence of a strong socio-religious base in an area (such as the predicate of the Sharia region in Aceh or the Thousand Mosques in NTB) does not automatically guarantee the functional sustainability of the da'wah organization without being driven by transformational leadership governance and the emotional attachment of its administrators.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The functional continuity of the Indonesian Islamic Da'wah Council (DDII) organization at the provincial level is highly determined by the interaction between the leadership pattern

applied and the level of commitment of its management. This study concludes that DDII Aceh Province has succeeded in maintaining the sustainability of its organization consistently through the implementation of transformational-inclusive leadership that encourages the division of roles and is strengthened by the high affective and normative commitment of the management. On the other hand, DDII West Nusa Tenggara Province experiences fluctuating sustainability dynamics and tends to be stagnant due to a centralistic leadership pattern and the dominance of passive management continuity commitments. This research makes a theoretical contribution to the management science of non-profit and religious organizations by proposing *the Inclusive-Ideological Sustainability Model*, which is a framework that proves that a strong socioreligious base of society does not automatically guarantee the sustainability of an organization without strengthening adaptive leadership capacity and emotional-ideological attachment of its administrators.

Limitations

This research has several limitations. First, this study only focuses on two management areas of DDII, namely Aceh Province and West Nusa Tenggara Province in the period of 2024–2026, so the findings of this study cannot be generalized to all management of the DDII region in Indonesia and religious organizations in general. Second, the focus of this research is limited to leadership variables and management commitment, while other external factors such as funding efficiency, regional regulatory support, and local political dynamics have not been studied in depth. Third, a qualitative approach with a limited observation time span has not been able to capture the dynamics of organizational change in the long term.

Recommendations

Further research is recommended to expand the scope of the research area to other provinces in Indonesia to enrich the comparative variation of the case studies. The next researcher is also advised to integrate other external variables, such as financial independence and institutional networks, and use quantitative approaches such as *Structural Equation Modeling* (SEM) or longitudinal approaches to measurably test the relationships between variables in the long term in order to improve the model of the sustainability of da'wah organizations.

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