

Entrepreneurship Leadership: Fostering An Entrepreneurial Spirit In Students During Pandemic Covid-19 (Case Study In Tebuireng Boarding School East Java)

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ABSTRACT

Leadership becomes very urgent in monitoring the progress of an organization in conditions that often face uncertain changes. The world of Islamic boarding schools is no exception, which is currently required to be able to finance the operations of daily activities. This is where new breakthroughs are needed to make products and market them so that there is additional income that can strengthen the sustainability of the pesantren. The problem is to find someone who is able to move the board of the pesantren to want to open a business and of course this is not easy. This entrepreneurial

leadership is what is needed today in the pesantren world, not starting at the Tebuireng pesantren, which is currently starting to pursue entrepreneurship in the manufacture of pure honey, shampoo, soap and so on. The purpose of this study was to identify entrepreneurial leadership in the management of the Tebuireng pesantren. Conceptual framework based on the object of research for the development of further research. The approach in this research is qualitative with case study technique. Data collection was carried out by interviewing 2 informants who were administrators at the pesantren. The results of the study explain that entrepreneurial leadership must be able to innovate, namely exploratory and exploitative innovation.

Keywords: Entrepreneurial Leadership, Business Performance, Professional Development, Tebuireng Pesantren.

Introduction

The COVID-19 pandemic was a tough challenge for Indonesia causing the sharp economic development deficit (Mafruchati and Makuwira 2021). However, the emergence of industrial revolution 4.0 causing global competition marked rapidly changing as a result of advances in communication and information technology (Riadil 2020). The advancement of digital and information technology during pandemic of COVID-19 replaced face-to-face work environment with digital one, creating work from home situation (Mafruchati 2020b). Other technologies that supporting virtual technology in repalcing work from office such as blockchain, cloud computing, and AI has become a reality that must be addressed wisely and carefully, so that organizations and companies could sustain in global competition (Caraka et al. 2020).

To achieve Indonesia's economic growth under global uncertainty, it is necessary to empower small businesses that are considered capable of developing production. In accordance with the government program, it is targeted that 5 million new entrepreneurs are created in 2025 by developing human resources for the advancement of national entrepreneurship (Hendratmi and Sukmaningrum 2018). There are four main problems in the development of national entrepreneurship, especially the small and medium sector; access to finance, access to marketing, staffing, and the capacity of small and medium enterprises (Herman, Setiyaningrum, and Ferdinand 2018).

Efforts to increase entrepreneurial capacity to improve the quality of human resources in entrepreneurship are carried out in

three stages, namely breeding, forging, and development (Freeman, 2014). Small business is the foundation that is expected to be able to take a strategy by making businesses independent, healthy, strong, competitive, and developing themselves to increase economic growth, as well as support the expansion of job opportunities in realizing democracy. Institutional quality improvement according to (Ratanamaneichat, Behavioral, and 2013 n.d.) needs to be done gradually through efforts to build, empower, develop, strengthen. Problems from various directions hit small business actors, including weak organization, small business capital, low entrepreneurial spirit, lack of attention to the environment and poor service (Margaretha and Supartika 2016).

Entrepreneurial leadership refers to individual managerial behavior that influences and directs the performance of group members towards the achievement of goals by taking advantage of entrepreneurial opportunities. Stable challenges lie in the internals that must be reorganized and leaders have a strategic role in this regard (Strobl, Kallmuenzer, and Peters 2022). The inability to compete and the low management of entrepreneurial behavior is a challenge for small business actors to be able to grow and develop. develop towards business independence (Mendo et al. 2023). On the other hand, there is a need for small business growth that is based on the values of entrepreneurial leadership and an entrepreneurial spirit in the hope of shaping small business behavior in increasing social economic growth (Harrison, Burnard, and Paul 2018).

Seven indicators are used to measure entrepreneurial leadership abilities; innovativeness, creativity, passion and motivation, tenacity and persistence, bootstrapping, vision of future, and taking risks. These indicators are integrated into the theme of this research. The aim is to identify the extent of entrepreneurial leadership abilities possessed by the administrators of the Islamic Boarding School/Pesantren Tebuireng, Jombang, Indonesia. The results of this study are also expected to be the basis for conceptual development related to entrepreneurial leadership for business development, especially in pesantren. Considering that currently every Islamic boarding school is required to be able to produce its own product which is the hallmark of the Islamic boarding school. Pesantren also need to support the provincial government in realizing the one pesantren one product (OPOP) program. The key question in this research is how to build entrepreneurial leadership abilities in Islamic boarding school administrators to create new business opportunities in Islamic boarding schools.

Literature Review

Entrepreneurial Leadership in Facing Challenge of Competition

As an agent of change, according to (Pihie, Asuimiran, and Bagheri 2014), an entrepreneurial orientation must basically have three main characters, namely: (1) creative and innovative; (2) able to become intrapreneurship and entrepreneurship for the organization, and (3) have adequate capacity and networking. Together these three characters will be the basis for a leader to take a proactive attitude towards change.

Under these conditions, companies need leaders who have a far-sighted vision, have a high sense of change, aware of their position in the midst of a constantly changing environment, and have an entrepreneurial spirit (Chen 2007). Moreover, in this disrupting era as a result of COVID-19 pandemic, leaders of the companies must have a skill to communicate with his/her men to encourage them moving along with their leaders without any pressure. It especially for small business leaders have passion and dare to take risks and have to avoid in put the risk into his/her men (Strubler and Redekop 2010).

Seeing such great potential but not being fully utilized, perhaps because there is no leadership figure from the management who initiates product development or optimism about this opportunity is still low (Mafruchati, Wardhana, and Ismail 2022). Therefore, it is necessary to identify the entrepreneurial spirit of several administrators to see the level of courage in making decisions. Entrepreneurial leadership is one of the breakthroughs in terms of the leadership's ability to see new opportunities and direct members to take advantage of these opportunities, especially after the COVID-19 pandemic which requires economic recovery to rise. (Hoang, Luu, Nguyen, et al. 2022).

In facing this reality, it takes a leader who is able to answer these challenges and opportunities. Leaders who feels comfortable with the current situation or comfort zone and does not want to challenge themselves would affect the entire institution to survive in harsh competition (Avny 2021). Not leaders who just wait and see or carry out conventional transformations, but leaders who can see gaps and opportunities and can adapt to change radically, breaking comfort zones both inside and outside (Ryandono et al. 2022). Leaders must also change the paradigm to face a very fast-changing business environment, a very fast-paced corporate culture, fix transparent organizational governance, and utilize and align the organization's strategic organs so that it is a corporate culture and implements a learning culture (Urban and Government, 2017).

According to (Hoang, Luu, Du, et al. 2022) entrepreneurial leadership considered a value-creating process, which requires the ability and

ambition to recognize and capitalize on opportunities. However, research is still rare that discusses social entrepreneur behavior associated with entrepreneurial leadership. This is due to the scarcity of measurement instruments on these two components (Sipahi Dongul and Artantaş 2022).

Method

The research design used is descriptive qualitative with a case study research strategy or called CSR (Case Study Research). This study wanted to identify the entrepreneurial leadership abilities of some of the administrators of the Pondok Pesantren/Islamic Boarding School Tebuireng. The instrument used refers to the research (Renko et al. 2015). This study used seven indicators which essentially measure an individual's ability to make strategic and risky decisions. Primary data was obtained from semi-structured interviews with informants and observations, while secondary data was obtained from the literature in the library of Pesantren Tebuireng.

The informant selection technique was carried out by purposive sampling with criteria for the management who were directly responsible for business development at the Pesantren Tebuireng. Informants in this study were LK and FK. This study collecting, compiling, and validating data using triangulation techniques. The conceptual framework of business is based on the priority of interests related to the object of research.

Result and Discussion

This study produced several findings related to the ability of entrepreneurial leadership to develop business units at the Islamic Boarding School Tebuireng, Jombang, Indonesia, after the COVID-19 pandemic. Before heading there, the following is a profile picture of the potential products in pesantren Tebuireng.



Figure 1. Business product in pesantren Tebuireng

Themes in entrepreneurial leadership

Entrepreneurial Leadership (EL) in this study is described as the ability that individuals have in directing their members to be able to capture new business opportunities (Okudan and Rzasa 2006). Measured by identifying the perceptions of the informants on the key components of EL described in the study (Renko et al. 2015). From the opinion of the informant, it is hoped that it will be a key reference for researchers to build a conceptual framework to be developed in further research.

Innovativeness

It is an individual's ability to always have ideas for improvement in products and services. This is important to encourage innovation in products and services.

"Oh yes, that's important because we are still new to developing this business unit so what is done must be done with careful calculations" (Result of interview from LK, 20-5-2022).

Both agreed that in terms of innovation, the emphasis is on improving the product first, covering what products can be selected for collaboration. This is important because the product must reflect the characteristics of the Pesantren Tebuireng. This is in accordance with research from (Strobl et al. 2022) which says that entrepreneurial leadership must be able to respond to product competition with high technology by taking risks in strategic decisions taken.

Creativity

It is the individual's ability, in this case, the leader, to create a culture where people will be rewarded for trying new things even if that person is no longer working for the company. This is important because trying something new is not easy, it takes trial and error, because each of the individual has a different level of courage.

"There are many opportunities or ways that can be used to market this product. Technological advances must also be utilized, such as being marketed online through e-commerce, besides that we are building partnerships with other Islamic boarding schools" (Result of interview from FK, 20-5-2022)

Based on the explanation above, it can be concluded that the creativity of the leadership is needed to be imitated by other administrators. Because in it there is a mechanism for forming intrinsic motivation that can move members to always think creatively and find new ways that can advance the organization (Khan

Passion and Motivation

Leaders must be able to show that he has a high spirit in his work. By doing something the best and then waiting patiently for the results and this method is done repeatedly until a habit is formed (Smith, Minor, and Brashen 2018). In the end, a positive culture will be created that can be transmitted to all members in the organization. This culture can later be a motivation for members to implement positive values in the work that has been instilled by the leader.

"Yes, in my opinion the leader, in this case the chairman of the board must be able to make other members or administrators feel curious and curious about what is being done so as to produce a positive aura to emulate" (Result of interview from LK, 20-5-2022)

Basically, there are similarities between transformational leadership (TL) and EL in terms of how to communicate positive values to members in the organization. Both TL and EL actually have a goal to meet the basic psychological needs of individuals, namely autonomy and competence which can later arouse employees' curiosity about their work (Khan 2022). The same thing was also conveyed by a FK informant as follows.

"Managers who are related to the development of business units must be given freedom in their actions to advance their business, later this will form positive competence that can be accounted for" (Result of interview from FK, 20-5-2022)

Based on the explanation above, it can be concluded that the competence of the management related to the business unit is formed from the granting of autonomy or freedom for the management to take actions starting from the side of cooperation formation, distribution to marketing methods that are considered effective to introduce products to the public.

Tenacity and persistence

It is an individual commitment to always be resilient to the given task. No matter how heavy the task is, it must be carried out and the individual must always be able to complete the task with responsibility. In Islamic boarding schools this is strongly instilled from top to bottom, both related to the teachings of religion, behavior and ethics to instilling an entrepreneurial spirit in students. "Actually in matters of market share, we are not too bothered because the large number of students is the potential for distribution and consumption of the products we sell" (Result of interview from

They are optimistic that with the potential number of students, marketing can be calculated. just think about how the internal regulations that support the development of the business unit into the operational system of Islamic boarding school policies. Moreover, in the midst of conditions full of uncertainty, it is necessary to integrate EL which is expected to capture new opportunities with organizational policies that are responsive to changes that must be aligned and in line. This means maintaining the continuity of the implementation of EL in an organization (Lin and Yi 2022). These challenges become very visible for example in SMEs with family ownership status which are very aligned with internal ways in terms of organizational structure stewardship, centralized chain of command in terms of strategic decision making (Strobl et al. 2022).

Bootstrapping

It is an individual thinking who is always looking for ways to be able to provide high value or benefits from the products or services provided. So even though consumers buy at a slightly higher price, the benefits obtained are much higher. Based on (Renko et al. 2015) This method is not easy because it requires resources to be obtained in an unusual way. But here is the challenge that must be done so that the characteristics of the organization can be seen. And of course, the role of EL is very much needed to drive out of the box business ideas which are really necessary for the sustainability of an organization (Alsharif et al. 2021). This is also including in terms of sales so that the products offered are in demand and survive in the market.

"I'm really looking for a way to sell the products from Tebuireng effectively, maybe one of the values that we can sell is that this product is from a pesantren, at least it has given a positive impression because God willing, there will be blessings in it" (Result of interview from FK, 20-5-2022)

The important value of a product can be intangible or invisible and can be felt by consumers. Perhaps this is what the business unit at the Pesantren Tebuireng wanted to create. As a result, every product must be able to give such an impression to make it easier to instill branding to consumers and also to society in general (MAFRUCHATI, MAKUWIRA, and WARDHANA n.d.).

Vision of future

According to (Pearse 2017), vision is what the company wants in the future. This purpose is stated in a series of sentences that are

systematically arranged and easily understood by all members in the organization. The task of an EL-instilled individual is to communicate a compelling vision, explore entrepreneurial opportunities in an uncertain environment and reshape the organization's attitude

towards environmental change by setting challenges and taking risks (Ryandono et al. 2022). The keyword lies in the leadership's ability to communicate the vision to all members. Able to ensure that whatever is done must be in accordance with the vision that has been set because after all that vision is based on an in-depth organizational analysis of internal capabilities and external opportunities (Mafruchati et al. 2023). So this must be adhered to together as a guide in the organization's operations.

"The vision that we hold still refers to the vision of the center but we translate it in terms of building a business and realizing the government's program, namely one pesantren one product" (Result of interview from LK, 20-5-2022).

Every organization has a vision that is used as a guide in operations. This is no exception for the Pondok Pesantren Tebuireng, where the vision is "Leading Islamic Boarding School Produces Karimah Moral Leaders" to support the achievement of that vision, a mission is needed where one of the missions related to the development of this business unit is that administration, staffing and learning must be based on science and technology.

Taking risks

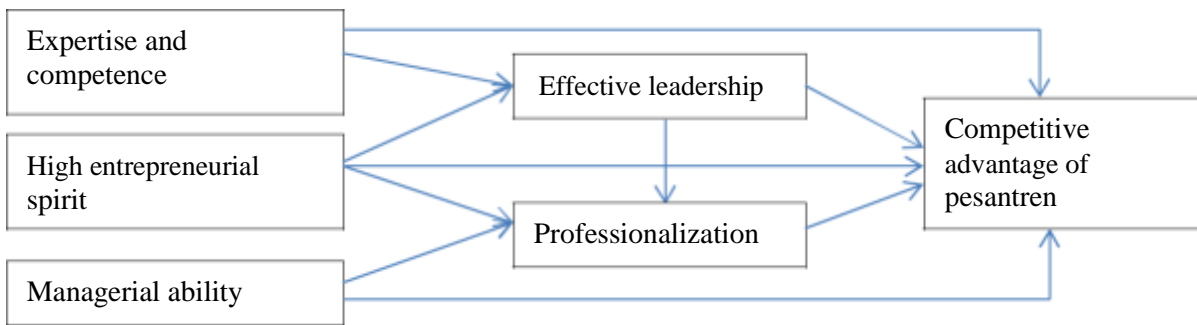
Every business has its own risks, due to the intensity of the very high level of competition and changes in the uncertain business environment. Especially during the COVID-19 pandemic where the direction of business cannot be predicted because there are so many changes in product distribution that also affect the patterns and lifestyles of the community (Mafruchati 2020a). Research from (Hoang, Luu, Nguyen, et al. 2022) found that in the midst of the COVID-19 pandemic, entrepreneurial leaders are needed for this role to create opportunities for hotel business development to survive (Olivia, Gibson, and Nasrudin 2020). Create a takeaway service for their restaurant or turn their hotel into a quarantine place for foreign tourists or international students (Mendo et al. 2023). This is certainly beyond the expectations of the hotel owner, but as a leader with a well-known EL spirit, you must always be able to look for new business opportunities that can increase your income.

"One of the forms of risk taking that we do is to build cooperation in the manufacture of products such as honey, shampoo and soap with other companies, but only in the form of marketing cooperation"

This is seen as a risk because the Tebuireng Islamic boarding school should have been able to produce it themselves so that consumers can recognize that the product is homemade. Because if the preference has led to one product, it will be more difficult to build the brand with different products.

DISCUSSION

Emerging global, social, environmental, and economic realities require that we teach leaders to consider issues beyond maximizing profit creation and shareholder value. Entrepreneurial leaders need to develop a more complex understanding of the relationship between social, environmental, and economic value creation (Roomi and Harrison 2011). The traditional business paradigm that focuses exclusively on creating economic value, or creating social and environmental value as a secondary part of creating economic value, is no longer true (Schumpeter, Clemence, and Swedberg 2017)



Source: (Amri, Tahir, and Ahmad 2017)

Figure 2. Conceptual framework of competitive advantage in boarding school

From the results of these developments, it is expected to be able to develop these entrepreneurs and face the challenges that develop in this era of globalization, so as to create quality entrepreneurial leaders, including:

- 1) Dynamic and effective leadership (leadership). This leadership can be interpreted as an effort to encourage influence, not coercion to motivate and move (other parties such as): employees, subordinates, and the community so that they work in accordance with the will of the leader, namely the goals (strategy) of the organization. In carrying out this leadership function (moving members of the organization) communication skills or knowledge are needed and the factors that encourage someone to work (motivation).
- 2) Professionalization of leadership, namely willing and able to bring teamwork to always be creative, innovative, and look for various opportunities by daring to take risks.
- 3) Expertise and competence in one or several areas and being an intuitive thinker (opportunity seeker) not a systems thinker (job manager).
- 4) Have a high entrepreneurial spirit and spirit to be able to see, identify, exploit, and create opportunities that have more value.
- 5) Having managerial ability to be able to change and move the organization, (not fixated on the status quo with the existing system and conditions), in accordance with the choice of organizational planning strategy.

Conclusion

According to the result of interview above, innovation is the key of developing incoming new product from pesantren Tebuireng. Creativity through technology in marketing the product is the key to survive. Thus, charismatic and total freedom leader for their human resources is needed to build conducive environment for small business in pesantren Tebuireng. Pesantren tebuireng mitigating risk by cooperating with company to do marketing cooperation. Entrepreneurial leaders need to learn how to develop, implement and measure the impact of responsible and sustainable solutions so that a critical understanding of entrepreneurial leadership ideas can create new business opportunities.

Acknowledgments

Thank you to the Pesantren Tebuireng, Jombang, Indonesia, for being an inspiration in research, time for interviewing the respondent, as well as the administrator in planning the time for us to meet the respondents.

Statement of Competing Interest

This study has no competing interest involved. This study has not been published elsewhere and free from any plagiarism

Statement of Funding

There is no external funding for this study. All of the expenses are paid by the authors.

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