

COMBINING ENTREPRENEURIAL AND SPIRITUAL LEADERSHIP FOR MANAGING PUBLIC EDUCATIONAL ORGANIZATION: A CONCEPTUAL THINKING

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Abstract

The society demands in the field of education continue to increase over time. Therefore, public education institutions must constantly adapt to the society needs and demands. To realize effective public education institutions will require a creative leader in the organizational management. One strategy that can be taken by a leader is to combine the values of entrepreneurship and Islamic spirituality in managing the public educational organization. The analysis showed that this leadership model is can improving organizational performance without having to leave the obligations as a Muslim. Spirituality Islam became a trigger awareness to improve performance within the organization.

Keywords: Leadership, Entrepreneurial, Spiritual, Organizational Management

Abstrak

Tuntutan masyarakat dalam bidang pendidikan terus meningkat dari waktu ke waktu. Oleh karena itu lembaga pendidikan publik harus selalu beradaptasi dengan kebutuhan dan tuntutan masyarakat tersebut. Untuk mewujudkan lembaga pendidikan publik yang efektif maka diperlukan seorang pemimpin yang kreatif dalam manajemen organisasi. Salah satu strategi yang dapat ditempuh oleh seorang pemimpin adalah dengan mengkombinasikan nilai-nilai kewirausahaan dan spiritualitas Islam dalam mengelola organisasinya. Hasil dari analisis menunjukkan bahwa model kepemimpinan tersebut mampu meningkatkan kinerja organisasi tanpa meninggalkan kewajiban sebagai seorang Muslim. Spiritualitas

Islam justru menjadi pemicu munculnya kesadaran untuk meningkatkan kinerja dalam organisasi.

Kata Kunci: *Kepemimpinan, Kewirausahaan, Spiritual, Manajemen Organisasi*

INTRODUCTION

Globalization led to the development demand of the people in the field of education. The rapid development of science and technology in this global era was subsequent impact on changes in society's values. In connection with the above, the public educational institutions must be functional and applicable in the sense of always preparing its programs according to the needs and demands of society that is constantly changing and evolving. In addition, public education institutions also have to adjust the ways or methods of teaching and learning activities in accordance with developments in science and technology are constantly evolving. It thus was caused because a public educational institution or school function that is essentially a gateway to face the demands of the times.

Philosophical meaning of school as a gateway has an important role in responding to the changes and developments in this era of globalization. In this regard the role of the leader is a key element in implementing changes in the institution he leads. Leadership is needed because of a disability or certain advantages in humans.¹ To be an effective leader, a public educational organization principal should be able to affect the entire school community he leads through positive ways to achieve the goal of education in schools. To achieve effective school principals will require an effective anyway. The effective principal who usually has transformational properties, known designation 4I, namely: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration.

Idealized influence means that the principal is an ideal figure that could serve as a role model for teachers and employees. The school

¹ Miftah Thoha, *Perilaku Organisasi: Konsep Dasar dan Aplikasinya* [Organizational Behavior: Elementary Concept and Its Application], (Yogyakarta: Rajawali Press, 2004), p. 257.

principal is a person who is trusted, respected and able to take the best decision for the benefit of the school. Inspirational motivation means that the principal is a person who can motivate all teachers and their employees to have a commitment to the organization's vision and support the spirit of the school community in achieving the goals of education in schools. Intellectual stimulation is the principal means to foster creativity and innovation among teachers and staff to develop their critical thinking and problem solving to make the school into a better direction. As for individual consideration is can be interpreted that the principal can act as trainers and advisors for teachers and staff.

Human resources and adequate school infrastructure is an important factor in the existence and success of the school. But the fundamental problem was actually caused by the management at the school itself, especially the role of school principals who are not professional. Infrastructure and supporting school is just the second factor which contributed to the success of a school. There is no superior school led by principals who do not excel, reality has shown that the great school led by the head of the great school anyway.² This is because the principal is considered as the main motor driving the existing system at the school. The system will not run when the driving motor is not optimal. If the principal is able to function effectively moving components other schools, it will be able to improve the quality of the school and be successful then. One of the characteristics of effective school principals are principals who have an entrepreneurial spirit that leadership competence include: creating innovation for the development of the school; work hard to achieve school success; have a strong motivation to carry out their duties and functions as the principal; never give up and look for the best solution role in resolving the conflict; and have an entrepreneurial spirit in managing production activities or services that are used as a source of learning.³

² Husaini Usman, *Kepimimpinan Pendidikan Kejuruan* [Vocational Educational Leadership], (Yogyakarta: UNY Press, 2012).

³ Indonesian Ministry of Education and Culture, *Regulation of the Minister of National Education. No. 13 Year 2007 Standard of School/Madrasah Principal*, (Jakarta: Kemendikbud, 2007).

But the entrepreneurial leadership alone is not enough, because only oriented to things that are “duniawi”. To that must be balanced with spiritual leadership. Spiritual leadership is not only satisfying those who are led, but strive earnestly to have the desire to constantly satisfy Allah. This means that he lives in a behavior that is consistent with Allah’s command. He had a mission to glorify Allah in all what is thought, spoken, and done. For him wealth and prosperity is to be able to give and work more. Whatever is done not to receive an award, but serve others. And he put the relationship or the relationship of love and appreciation, compared to the status and sheer power. Spiritual leader always align (recalibrating) himself against the commitment to serve Allah and others. Through solitude, prayer, and the scripture (the effort to read Allah’s will). Spiritual leadership should also properly adhere to in Indonesia. Because of in the arrangement of Pancasila the Supreme Godhead is precepts as the first principle. From the composition of the Pancasila should religious values were first used as a handle in a variety of community life and nation in this country, including in managing public educational institutions.

THEORETICAL FRAMEWORK

1. The Leadership Concept

A leader is a person who leads a group of two people or more, both organizations and families. While leadership is the ability of a leader to control, lead, affecting the mind, feelings or behavior of others to achieve predetermined objectives.⁴ While the leadership is a skill and ability influence the behavior of others, either the position higher or lower than its in thinking and acting so that the behavior of the original may be individualistic and egocentric turned into organizational behavior.⁵ Leadership is an ability that is inherent in a lead that depends on a variety of factors, both internal factors and external factors. So it can be

⁴ Ermaya Suradinata, *Psikologi Kepegawaian dan Peranan Pimpinan Dalam Motivasi Kerja* [Personnel Psychology and Leadership Role in Work Motivation], (Bandung: Ramadan, 1995), p. 11.

⁵ Sondang P. Siagian, *Administrasi Pembangunan* [Development Administration], (Jakarta: Gunung Agung, 1982), p. 12.

said that the leadership or the leadership is the properties that must be possessed by a leader, which in practice has consequences on themselves in their application to contain the consequences to the person of the leader, are as follows: must dare to make their own decisions expressly and right (decision making), should dare to accept your own risk, and should dare to accept its own responsibility.

2. Entrepreneurial and Spiritual Leadership

Entrepreneurship is known as a process of value creation using a variety of specific resources to exploit opportunities. Entrepreneurship is a process and the entrepreneur is an innovator who takes advantage of the process. Definition of the company is also focused on aspects of the character that illustrates that an entrepreneur is an innovator, courageous and creative.⁶ Jose Carlos and Jarillo Mossi mention that entrepreneurship as someone who felt their opportunities, pursue opportunities that are appropriate to the situation themselves and believe that success is something that can be achieved.⁷

Osborne and Gaebler in their monumental book entitled “Reinventing Government, How the Entrepreneurial Spirit is Transforming the Public Sector” trying to change the pattern of leaders by developing the concept of entrepreneurial leaders.⁸ The most essential points of the ideas of Osborne and Gaebler are bureaucratic leaders who no longer oriented toward centralization culture, structuring, formalization and apathetic but on empowering, partnerships, and democratization. According to Agus Dwiyanto, Reinventing Government was a thought and movement to develop leaders who possess the entrepreneurial spirit and passion. Characterized by the ability to use existing resources is in an efficient, innovative and responsive to public needs.⁹

⁶ Winardi, *Entrepreneur dan Entrepreneurship*, (Bogor: Kencana, 2003).

⁷ Thoby Mutis, *Kewirausahaan yang Berproses* [Entrepreneurship Proceeds], (Jakarta: Grassindo, 1995).

⁸ David Osborne dan Ted Gaebler, *Mewirausahakan Birokrasi: Mentranformasi Semangat Wirausaha ke dalam Sektor Publik* [Reinventing Bureaucracy: Transforming Entrepreneurial Spirit into the Public Sector], (Jakarta: PPM, 1995).

⁹ Agus Dwiyanto, *Reinventing Government: Pokok-Pokok Pikiran dan Relevansinya di Indonesia* [Reinventing Government: Principles of Mind and Its Relevance in Indonesia],

As explained previously that entrepreneurial leadership alone is not enough in managing the organization of public education, so here is needed spiritual leadership. Spiritual leadership is leadership that brings forth dimension to the spiritual dimension. Allah is a true leader who inspires, influences, serving and stirs the conscience of his servants in a very prudent approach and exemplary ethical. Or in other words the spiritual leadership also called a leadership by the religious ethics. Leadership that can inspire arouses, influence and mobilize by example, care, affection and implementation of the values and divinity in others the purpose, process, and culture and leadership behavior.

3. Organizational Management

In general notion of management is an activity to achieve the goals or objectives that have been determined in advance by using another person.¹⁰ Management can also be interpreted as the management of a job to get results in the achievement of the goals set by moving other people's work consists of planning, organizing, actuating and controlling undertaken to achieve the goals set by using human and resources more. The definition is often used by the public about the organization that is the group of people who agree to work together in a coordinated and structured to achieve certain goals. Stephen Robbins said that the organization is a system consisting of a pattern of cooperative activity that is done regularly and repeatedly by a group of people to achieve goals.¹¹ Thus it can be said that the management of the organization are activities to achieve the goals or objectives that have been determined by a group of people who agree to work together in a coordinated and structured through planning, organizing, actuating and controlling.

Presented at Strategic Management Training for Director of Hospital by Master of Hospital Management UGM Yogyakarta, (1996).

¹⁰ Khaerul Umam, *Manajemen Organisasi* [Organizational Management], (Bandung: Pustaka Setia, 2012), p. 13.

¹¹ Stephen Robbins, *Organizational Behavior: Concept, Controversies and Application*, (New York: Prentice Hall, 1996).

RESEARCH METHOD

This study uses qualitative research with descriptive approach. The data collection techniques were done by literature. Collected data were analyzed using the method of Miles and Huberman interactive analysis that consists of four stages: data collection, data reduction, presentation of data (data display), and draw a conclusion.¹² Determine the focus of research is one important factor in the research process. The focus in this study analyzed educational organizational management from the perspective of entrepreneurial and spiritual leadership (combination of both) to take research sites in SMPN 3 Bangorejo, one of junior high school in Banyuwangi Regency. This conceptual thinking is planned to implement in this school. Thus the researchers describe the characteristics of the object to be examined to get the factual and systematic to make it more easily understood and inferred by the reader.

RESULT AND ANALYSIS

When adapted from the principles of entrepreneurship of David Osborne and Ted Gaebler reveals that entrepreneurial leadership principles are as follows: First, the leader of the catalyst (direct rather than pedaling). The leader of the catalyst means requires the leader's role as an actor and implementing public affairs needs to be reduced. The leader is acting as a steering and focusing their role make policy decisions. Redefinition the role of leaders is needed to do because during these leaders are hogging all public affairs. Proportional division of roles is needed to be done.

Second, leaders of community property (authorizes than serving). The leader of the community or the leadership is defined as belonging to a subordinate authority transfer control into the hands of leaders and their subordinate leaders to change the mission of empowering subordinates and not as a service so that the main function of a leader is to provide the opportunity for subordinates to take control of public service. Subordinates are empowered so that they can control the services

¹² Matthew B. Miles and A. Michael Huberman, *Qualitative Data Analysis: A Source Book of New Methods*, (London: Sage Publication, 1998), p. 12.

provided by the bureaucracy. With the control of subordinate leaders will have a better, care, and creative commitment.

Third, competitive leader (injecting the competition into the service provision). Competitive leader requires competition among subordinates to compete based on performance and performance. Typically is known to be very monopolistic leadership in organizing public affairs, resulting in inefficiency, inaction, uncertainty, and poor quality of service. Therefore leaders must be able to stimulate, encourage and create a system of competition between the actors involved in service delivery. Competition should be seen as a fundamental strength to force in performing repairs. This is because competition has several advantages, namely greater efficiency, reward innovation and raise self-esteem and morale officer.

Fourth, the leader of which is driven by the mission (to change the organization that is driven by regulation). Oriented leader with a mission carried out in an internal deregulation, removing a lot of internal rules and simplifying the administrative system radically. Thus the leader can be more adaptive and responsive to the dynamics that occur. Organization was driven by a mission to give freedom to the employees in realizing the mission of the organization with the most effective method in the corridors of legality. This has obvious advantages, among others: The organization is driven by the mission more efficient than an organization that is driven by regulation, driven organization's mission is also more effective than an organization that is driven by regulation, the organization that is driven by the mission more innovative than those driven by regulatory, an organization that is driven by a more flexible mission-driven rather than regulation, the organization that is driven by the mission have higher morale than driven by regulations.

Fifth, results-oriented leader. Leaders who are goal-oriented change focus from the input to the output or outcome accountability, public organizations measure performance, set targets, reward those organizations that reach or exceed the target. The budget allocation and incentive systems should be based on performance and output that will be generated so that the sizing performance is critically important in the organization of the public who have an entrepreneurial spirit. Sixth,

customer-oriented leader. Customer-oriented leader who served as a society treats its customers, establish service standards, provide a guarantee. With input and this incentive, they redesign their organizations to deliver maximum value to customers. Many ways to do them listen to the voice and complaints and give freedom to the people to choose a provider. During these leaders are not responsive to its citizens for the fate of the leader is not determined by the people but is determined by the people's representative bodies formed on the basis of representation distortion.

Seventh, the entrepreneurial leader. Entrepreneurial leaders focus their energy not just to spend the budget, but also make money. They take advantage of incentives such as venture funds and innovation funds to encourage the leaders of thought leaders' weight gain operational funds. This thought leaders reject the assumption that it should not seek profit from its activities. Instead leaders should be encouraged in order to expand its sources of revenue, including from public service activities. They can even bureaucratic leaders are competing with private companies.

Eighth, the leader of the anticipatory. Anticipatory leader is a leader who thinks ahead, trying to prevent the problem than to give way to resolve the problem. One way to anticipate the future is by using strategic planning, visioning and future missions and a variety of other methods to define the future. Ninth, the leader of decentralization. To realize the leader or leaders that decentralization is necessary to develop the participation of subordinates or employees. Decision-making authority should be decentralized to the units under the cover charge of the problem. Hierarchical bureaucracy should be replaced with work teams. Bureaucratic leaders are generally very hierarchical and centralized; it causes it to be adaptive and innovative. Bureaucratic model of this kind cannot be sustained in the face of change and the dynamics and complexity of the needs of today's society.

And the last is a market-oriented leader. Operation of public services in general more is likely to use administrative mechanisms rather than market mechanisms. Administrative mechanisms often have many disadvantages such as expensive, slow and not qualified. Instead the

market mechanism is because it is an open and competitive tend to be more successful in providing cheaper services, responsive and innovative. But on the other side of the market mechanism also has drawbacks; the main one is its tendency to produce inequality in access to services. Because of the orientation of the market must be followed with greater attention to the development of alternative sources of public services, especially volunteer activities. So though was raised here is to build the balance between bureaucratic, market and society.

In applying the principles of entrepreneurial leadership, leaders need to conduct an update. As noted by Osborne and Plastirk that reform is the transformation of the system and organizational leaders are fundamentally in order to create a dramatic increase in the effectiveness, efficiency and ability to innovate.¹³ In realizing the entrepreneurial leadership, will be excellent when combined with spiritual leadership. With spiritual leadership, the leadership orientation is not just looking for worldly success but also hereafter.

In the perspective of history, spiritual leadership has been exemplified so perfectly by the Prophet Muhammad. With tremendous integrity and a degree as *al-Amin* (trustworthy), Muhammad was able to develop the leadership of the most ideal and the most successful in the history of human civilization. The main characteristics that are *siddiq* (integrity), *amanah* (trust), *fathanah* (smart) and *tabligh* (openly) able to influence others in a way without indoctrinating inspire, awaken without harm, raised without force and took no rule.

The above description illustrates that the issue of spirituality is gaining acceptance in the 21st century by futurologist like Aburdene and Fukuyama said to be the century of the value (the new age). In the perspective of the history of Islam, spirituality has proven to be a tremendous force for creating sacred individuals, integrity and *akhlakul karimah* whose existence is helpful (bring excitement) to another. Socially, spirituality is able to build an Islamic society reached the peak of

¹³ David Osborne and Peter Plastrik, *Memangkas Birokrasi: Lima Strategi Menuju Pemimpin Wirausaha* [Trimming Bureaucracy: Five Strategies Towards Entrepreneurial Leaders], (Jakarta: PPM, 2000).

civilization, able to predicate *Khaira Ummah* and its presence brings happiness to all (*rahmatan lil'alam*).

Spiritual leadership is believed to be the solution to the current leadership crisis. Spiritual leadership is the culmination of the evolution of the model or approach to leadership was due to depart from the paradigm of man as a rational creature, emotional and spiritual beings or personality structure consists of a body, passion, intellect, heart and soul. Spiritual leadership is real leadership and real leaders. He leads with religious ethics that is capable of forming the character, integrity and exemplary incredible. He is not a leader because of rank, position, position, descent, power and wealth.

Spiritual leadership does not mean that anti-intellectual leadership. Spiritual leadership is not just perfectly rational, but rather to clear rationality with the guidance of his conscience. Spiritual leadership does not mean leadership with supernatural powers, as embodied in the term "spiritual leader" or "spiritual adviser" but leadership by using spiritual intelligence, sharpness inner eye or sixth sense. Spiritual leadership cannot be equated with that completely esoteric as opposed to the all-exoteric, but sought to bring and give value and meaning is born to the house of the inner (spiritual) or give charge spirituality and sanctity of all that profane. By promoting spirituality, everyone will realize that the maximum performance is the religious orders. So that everyone will work hard as a manifestation of worship. By combining entrepreneurial leadership with spiritual leadership, then both the worldly and the ukhrawi goal will be achieved with balanced.

CONCLUSION

Globalization led to the development demand of the people in the field of education. So that educational institutions especially schools should be functional and applicable in the sense of always preparing its programs according to the needs and demands of society that is constantly changing and evolving. But the fundamental problem was actually caused by the management at the school itself, especially the role of school principals who are not professional. Infrastructure and supporting school is just the second factor which contributed to the success of a school.

One of the characteristics of effective school principals is principals who have an entrepreneurial leadership spirit. But the entrepreneurial leadership alone is not enough because it only emphasizes on the worldly things alone. So as to balance with the things that are *ukhrawi* needed spiritual leadership. Or in other words through combining entrepreneurial leadership with spiritual leadership, then both the worldly and the *ukhrawi* goal will be achieved with balanced. Thus, life will be more beautiful and more focused Hereafter

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