

THE INFLUENCE OF LEADERSHIP AND MANAGEMENT COMPETENCE OF MADRASAH PRINCIPALS ON THE ENTREPRENEURIAL SPIRIT OF TEACHERS

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Abstract

This study aims to analyze the effect of leadership and management competence of madrasah principals on the entrepreneurial spirit of teachers in MTs Kuningan Regency. The problem raised in this study is the low entrepreneurial spirit of teachers, which is allegedly closely related to leadership factors and management competencies that are not yet optimal. The novelty of this research lies in combining in-depth analysis of the relationship between educational leadership and managerial competence and its impact on entrepreneurship development in the context of Islamic education. Using qualitative methods, data were collected through in-depth interviews and document studies from various madrasahs in Kuningan Regency. The findings of this study show that the leadership of madrasah heads has a significant influence in shaping the entrepreneurial spirit of teachers, while management competencies have not had an adequate impact. The main conclusion of this study emphasizes the importance of improving the leadership capacity of madrasah principals in encouraging innovation and entrepreneurial spirit among teachers. The implication of this research is expected to be the basis of policy development and training for madrasah principals to strengthen the quality of leadership and management that is more adaptive to the needs of teachers in developing entrepreneurship.

Keywords: Entrepreneurial Spirit, Leadership, Management Competence

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan dan kompetensi manajemen kepala madrasah terhadap jiwa kewirausahaan guru di MTs Kabupaten Kuningan. Masalah yang diangkat dalam penelitian ini adalah masih rendahnya jiwa kewirausahaan guru yang disinyalir terkait erat dengan faktor kepemimpinan dan kompetensi manajemen yang belum optimal. Kebaruan penelitian ini terletak pada penggabungan analisis mendalam mengenai hubungan antara kepemimpinan pendidikan dengan kompetensi manajerial serta dampaknya terhadap pengembangan kewirausahaan dalam konteks pendidikan Islam. Dengan menggunakan metode kualitatif, data dikumpulkan melalui wawancara mendalam dan studi dokumen dari berbagai madrasah di Kabupaten Kuningan. Temuan penelitian ini menunjukkan bahwa kepemimpinan kepala madrasah memiliki pengaruh yang signifikan dalam membentuk jiwa kewirausahaan guru, sementara kompetensi manajemen belum memberikan dampak yang memadai. Kesimpulan utama dari penelitian ini menekankan pentingnya peningkatan kapasitas kepemimpinan kepala madrasah dalam mendorong inovasi dan

jiwa kewirausahaan di kalangan guru. Implikasi penelitian ini diharapkan dapat menjadi dasar pengembangan kebijakan dan pelatihan bagi kepala madrasah guna memperkuat kualitas kepemimpinan dan manajemen yang lebih adaptif terhadap kebutuhan guru dalam mengembangkan kewirausahaan.

Kata kunci: Jiwa Kewirausahaan, Kepemimpinan, Kompetensi Manajemen

INTRODUCTION

In madrasah institutions, has become a topic of increasing attention. Global developments in the quality of education require educational leaders, such as madrasah heads, to not only have good managerial skills but also the ability to in still an entrepreneurial spirit in their teachers. During the digital era and increasingly competitive global competition, madrasahs in Indonesia are faced with the challenge of creating an innovative, adaptive, and globally competitive educational environment (Ahmad & Mawarni, 2021). Effective leadership and strong management play an important role in creating such conditions, which not only improve the quality of learning but also encourage educators to innovate and develop an entrepreneurial spirit. This is in line with the demands of the national curriculum, which emphasizes the importance of entrepreneurial skills among teachers as part of efforts to prepare students for the increasingly dynamic world of work (Anan, 2020).

Several previous studies have examined the role of leadership in improving teacher performance and education quality. For example, Faturahman, (2018) research shows that principals' leadership has a significant impact on teachers' work motivation and achievement, including the development of entrepreneurial spirit. Afifah & Yulaiyah, (2022) also mentioned that principals have an important role in fostering teachers' abilities, especially in terms of entrepreneurship, through proper supervision and training. Another study by Ali & Hasan, (2024) emphasizes that good leadership is positively correlated with the effectiveness of the educational process in schools, where a leader who has a clear vision and good managerial skills will be able to create an environment conducive to the development of teachers and students. This confirms that the quality of leadership of school or madrasah principals plays a major role in supporting the improvement of teacher performance, both in pedagogical and entrepreneurial aspects.

In addition, other studies have also shown the relationship between principals' managerial competencies and the quality of education. According to Agarwal dkk., (2021), management competencies that include planning, organizing, and supervising are essential to ensure educational goals are achieved effectively. Suyono, (2022) mentioned that good managerial competence of madrasah principals can improve educational performance, especially in terms of managing human resources and educational facilities. However, their research also highlights that managerial competence alone is not enough if it is not supported by inspirational leadership and can mobilize teachers to innovate and be entrepreneurial. Although many studies have explored aspects of the leadership and management competencies of madrasah principals, not many have examined in depth the

relationship between the two with the development of the entrepreneurial spirit of teachers in madrasahs, especially in the context of Islamic education in Indonesia.

However, these studies still leave gaps that need to be explored further. Many studies focus only on the role of leadership or management competencies separately, without taking into account the interaction between the two aspects in influencing teachers' entrepreneurial spirit. In addition, most of the existing studies are still limited to quantitative approaches, which may not sufficiently illustrate the complexity of the relationship between leadership, management competencies, and the development of teachers' entrepreneurial spirit. Therefore, this study attempts to fill the gap by using a more in-depth qualitative approach, as well as exploring how the two strategies and management competencies influence the entrepreneurial spirit of teachers in Madrasah (Fitriyah dkk., 2024).

This research uses a qualitative method with a case study approach. Data collection was conducted through in-depth interviews with teachers and madrasah heads in Kuningan Regency, as well as document analysis related to policies and programs that support the development of entrepreneurial spirit in the madrasah environment. With this approach, the research is expected to capture richer nuances related to the influence of leadership and management on entrepreneurship among teachers, which may not be adequately revealed through quantitative approaches. This study aims to understand how madrasah principals' leadership and managerial competencies influence the development of teachers' entrepreneurial spirit, as well as identify key factors that can improve the effectiveness of these roles.

The benefits of this research are expected to contribute to the development of educational management theory and practice, especially in the context of Islamic education. This research also provides practical implications for policymakers and education implementers at the madrasah level, especially in designing leadership and management training and development programs that are more focused on developing the entrepreneurial spirit of teachers. The long-term positive impact expected from this research is the increasing quality of teachers in madrasah in terms of innovation, creativity, and entrepreneurial skills, which in turn can improve the quality of education and the competitiveness of madrasah graduates in the increasingly complex world of work.

METHOD

This research uses a quantitative approach with a survey method. The survey was chosen because it is suitable for collecting data from a large population to identify the relationship between the variables under study. This approach is based on the philosophy of positivism which aims to test previously established hypotheses. As explained by Juni atmoko, (2019), quantitative research is conducted using structured instruments to collect numerical data, which is then analyzed statistically to find patterns and relationships between variables. This research procedure was carried out through several stages,

namely the pre-research stage, the data collection stage, data analysis, and reporting of results. Data collection was carried out using a questionnaire, which is a data collection technique by providing a set of written questions to respondents. The questionnaire was designed to measure the effect of leadership and management competence of madrasah principals on the entrepreneurial spirit of teachers. The population in this study were all teachers in madrasahs incorporated in the KKM MTs of Kuningan Regency in the Northern Region, with a total population of 493 teachers from 22 madrasahs, both public and private. The sampling technique used proportionate stratified random sampling to ensure a balanced representation of each madrasah group. The sample size was calculated using the Slovin formula with an error allowance of 10%, resulting in a sample of 83 respondents.

The research instruments were tested for validity and reliability before being used for the main data collection. The validity test was carried out to ensure that the questionnaire was able to measure the intended variables, while the reliability test was carried out to ensure the consistency of the measurement results. The data analysis techniques used include descriptive analysis to describe the characteristics of respondents and data distribution, as well as classical assumption tests such as normality tests, autocorrelation tests, heteroscedasticity tests, and multicollinearity tests. In addition, hypothesis testing was carried out to test the relationship between variables using multiple linear regression tests with the help of the SPSS version 26 application. In this study, all research procedures were carried out in compliance with the principles of research ethics. Respondents were fully informed about the purpose of the study, and their participation was voluntary with the assurance of confidentiality of their data. The limitations of this study lie in the use of questionnaires that relied on respondents' subjective answers, as well as the limited coverage of the study area in one district, so the results of this study may not be generalizable to other areas.

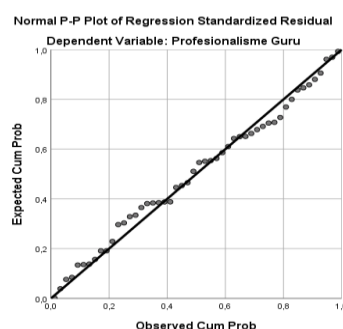
RESULTS AND DISCUSSION

The results of data analysis in this study indicate the influence of leadership and management competence of madrasah principals on the entrepreneurial spirit of teachers in Madrasah Tsanawiyah (MTs) in Kuningan Regency. Data were collected through the distribution of questionnaires consisting of three groups of variables: madrasah principal leadership variables (X1), madrasah principal management competency variables (X2), and teacher entrepreneurial spirit variables (Y). The questionnaire contains 15 questions to measure the leadership of madrasah principals, 14 questions for management competence, and 15 questions for the entrepreneurial spirit of teachers. Of the 83 respondents consisting of teachers in 22 madrasahs in Kuningan Regency, the participation rate reached 100%. Each questionnaire item was designed to measure a particular variable by the designed research indicators. Validity and reliability testing of the instrument was carried out using the help of IBM SPSS software version 26.0. The validity test is carried out to ensure that the instrument used can measure the intended variable properly. Validity is measured through correlation analysis between the score of each question item

and the total score of the entire questionnaire. The validity test results show that all question items have a *Corrected Item-Total Correlation* value greater than the rtable value of 0.2159 ($df = 81$; $\alpha = 0.05$), which means that all items are considered valid. In addition, instrument reliability is measured using *Cronbach's Alpha*. The reliability test results show that the madrasah principal leadership variable (X1) has an alpha value of 0.876, which means that the instrument is reliable because the value is greater than the minimum recommended reliability limit, which is 0.60 (Djaali, 2021). The madrasah principal management competency variable (X2) also showed good reliability with an alpha value of 0.825. Thus, all research instruments were declared reliable.

Descriptive analysis was carried out to describe the data characteristics and distribution of the variables studied. The average respondent's answer for each variable was analyzed using Likert scale intervals. For inferential analysis, classical assumption tests were conducted, including normality test, autocorrelation test, heteroscedasticity test, and multicollinearity test, to ensure that the regression model used meets the statistical requirements. The normality test using the Kolmogorov-Smirnov test shows that the residual data is normally distributed with a significance value of 0.200, which is greater than 0.05. This indicates that the data obtained is suitable for further analysis. The multicollinearity test shows that the madrasah principal leadership variable (X1) has a *tolerance* value of 0.982 and a *Variance Inflation Factor* (VIF) value of 1.018, while the madrasah principal management competency variable (X2) has a *tolerance* value of 0.982 and a VIF of 1.108. Because the VIF value on both variables is smaller than 10 and the *tolerance* value is greater than 0.10, it can be concluded that there is no multicollinearity among the independent variables used in the regression model.

The heteroscedasticity test was conducted using Spearman's test and scatterplot. The analysis results show that the points on the scatterplot are randomly scattered around the Y-axis without forming a specific pattern, which indicates that there is no heteroscedasticity problem in the regression model. Thus, the regression model used meets the requirements of homoscedasticity, so that the results of the regression analysis can be interpreted appropriately. The results of multiple linear regression tests show that the madrasah principal leadership variable (X1) has a significant influence on the entrepreneurial spirit of teachers (Y), with a regression coefficient value of 0.150 and a significance value below 0.05. This shows that the better the leadership of the madrasah principal, the higher the entrepreneurial spirit of teachers. Conversely, the madrasah principal's management competency variable (X2) did not show a significant effect on the entrepreneurial spirit of teachers, with a regression coefficient value of 0.570 and a significance value above 0.05. Thus, it can be concluded that the management competence of madrasah principals has not made a significant contribution to the development of the entrepreneurial spirit of teachers.



Overall, the results of this study indicate that the leadership of madrasah principals plays an important role in enhancing teachers' entrepreneurial spirit, while the managerial competencies of madrasah principals still need improvement to be more effective in supporting entrepreneurial development among teachers. These findings can be used as a basis for developing leadership and management training programs in madrasahs, to support the creation of an environment more conducive to innovation and entrepreneurship in the Islamic education sector.

The results of this study indicate that the leadership of madrasah principals has a significant influence on the entrepreneurial spirit of teachers. This is in line with leadership theory which states that the leader acts as the main driver in encouraging and motivating subordinates, in this case teachers, to innovate and be entrepreneurial. Effective leadership involves a leader's ability to influence, provide direction, and create a conducive work environment. Based on this research, the leadership applied by madrasah heads in Kuningan Regency tends to provide trust and flexibility to teachers, which allows for good cooperation between leaders and teaching staff. Effective leaders create an atmosphere that supports innovation and entrepreneurial spirit among teachers, as shown in the results of this study.

The results also show that the role of the madrasah head as a democratic leader is very dominant. Democratic leadership provides space for teachers to be involved in decision-making and innovative educational initiatives. This leadership style is proven to be able to improve teachers' entrepreneurial spirit because of the opportunity to develop creative ideas and take greater responsibility in managing activities in the madrasah. In addition, the results of this study support the view that madrasah heads who apply authoritative or laissez-faire leadership styles tend to be less effective in encouraging entrepreneurship among teachers. Thus, it can be concluded that leadership that provides space for participation, collaboration, and trust plays an important role in developing teachers' entrepreneurial spirit.

On the other hand, the results also show that the management competence of madrasah principals does not have a significant influence on the entrepreneurial spirit of teachers. This indicates that although the madrasah principal's managerial skills are important in managing the institution, they do not directly contribute to the development of teacher entrepreneurship. Efficient management is necessary to achieve overall educational goals, however, based on the regression results, the role of madrasah principals' management has not been fully optimized in influencing teachers' entrepreneurial spirit. This is most likely due to differences in educational backgrounds, management experience, and differences in facilities and infrastructure in each madrasah, which affect the ability of madrasah principals to manage human resources and develop entrepreneurial potential.

These results also indicate a gap between the roles of leadership and management in influencing teachers' entrepreneurial spirit. Although the leadership of madrasah principals is proven to have a significant influence, management competencies require improvement to effectively support entrepreneurship development. Another contributing factor is the different conditions and environments of madrasahs, which may affect the effectiveness of implementing managerial strategies in developing teachers' entrepreneurial spirit. To achieve better educational goals, madrasah principals are not only required to have good management skills but also the ability to inspire and motivate teachers in facing modern educational challenges, including entrepreneurship development.

Thus, this study confirms that effective leadership has a direct impact on improving teachers' entrepreneurial spirit. Madrasah principals need to strengthen their role as visionary and innovative leaders to create a supportive environment for teachers to develop their entrepreneurial potential. In addition, more targeted training and development of managerial competencies are needed for madrasah principals to ensure that their management capabilities are in line with the need to improve the entrepreneurial spirit among teachers. The combination of strong leadership and effective management will have a long-term positive impact on the development of education in madrasahs.

CONCLUSION

This study concluded that the leadership of madrasah principals has a significant and positive influence on the entrepreneurial spirit of teachers. The regression test results show that any increase in madrasah principals' leadership is accompanied by an increase in the entrepreneurial spirit of teachers. In contrast, the management competence of madrasah principals does not have a significant influence on the entrepreneurial spirit of teachers. Multicollinearity analysis also shows that there is no correlation between independent variables, with *tolerance* and *Variance Inflation Factor* (VIF) values that meet statistical requirements, so the regression model is declared good and feasible to use. The findings confirm that strengthening the leadership role of madrasah principals is crucial in improving teacher entrepreneurship, while managerial competencies need to be further developed to support innovation and entrepreneurial motivation more optimally.

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