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Innovation of Kiai Leadership in Forming the Ecopreneurial Spirit Santri

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ABSTRACT

Kiai's leadership innovations in forming the ecopreneur spirit of santri is started by ecopreneur activities which are new ideas that have been launched by the kiai as a balance between religious activities and skill activities, resulting in producing Islamic boarding school graduates who are clever in the field of religion and have an entrepreneurial spirit who cares about the environment

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INTRODUCTION

The success of a person as a leader of an educational institution is often determined by the approach they use and the character or traits that are unique to themselves. In the context of an educational institution, the existence of a leader who has high loyalty as well as a vision, mission, and strategic ideas is very important. This leader has a crucial role in shaping the direction and goals of the educational institution. In every type of organization, formal or non-formal, there are often individuals who have superior abilities and qualities compared to others. These individuals are then selected or appointed as leaders who are responsible for organizing and leading the organization. (Sukataman et al., 2023).

The leadership role of a kiai is very important in the context of Islamic boarding schools, which have unique characteristics compared to other educational institutions. According to Horikoshi, kiai have a role in building mental, social, and pioneering national life in their own way. He does not scan information, but provides an agenda that he thinks is in accordance with the actual needs of the people he leads. (Horikoshi, 1987).

In establishing and managing an Islamic boarding school, a kiai implements strategies that are in accordance with his talents and abilities. This includes developing the potential of students, improving human resources, and empowering students. Kiai is not only a central figure in the structure of Islamic boarding school life, but also plays a role as a leader who leads by example and authority. (Mu'awanah, 2009).

In practice, Islamic boarding schools form communities led by kiai and supported by ustadz, who live with the students. Islamic boarding school activities are centered in the mosque, with dormitories as residences, and yellow books as the educational curriculum. (Mastuhu, 1994). The government, through the Ministry of Religious Affairs, encourages Islamic boarding school administrators to continue to innovate in creating entrepreneurship programs for students. The goal of this initiative is to prepare students to face a future full of business competition.

Community empowerment through ecopreneurship in creating a sustainable economy is one solution to improve community welfare while preserving the environment and ecosystem. This

approach is carried out by utilizing natural resources wisely without disturbing the surrounding ecosystem. In addition, this effort aims to optimize the potential of strategic locations in order to improve people's standard of living and awareness of the importance of environmental conservation.

The challenges faced by Islamic boarding school leaders are increasingly complex and urgent, especially with the advancement of science and technology. In the spotlight of the advancement of science and technology which is a driver of modernization, world developments have brought fundamental changes in the cultural structure of society, triggering various challenges. Therefore, efforts are needed to align the culture of society with social dynamics, including in the Islamic boarding school education system.

The approach taken by the kiai in the Islamic boarding school has its own uniqueness. In forming the Islamic boarding school, the kiai of course adopts an approach that is in accordance with his own capacity and vision. (Suheri & Nurrahmawati, 2018). For example, in the context of leadership at the Bumi Al-Qur'an Islamic boarding school, the kiai saw an opportunity to develop entrepreneurship among the students while still paying attention to environmental sustainability.

One of the initiatives taken is through farming, which not only creates green open space, but also helps reduce the impact of global warming, provides a shady environment, prevents waterlogging, and provides food sources and improves health. In this context, ecopreneurship is an entrepreneurial option developed at the Bumi Al-Qur'an Islamic boarding school.

The innovation of the kiai in forming the ecopreneur spirit of the students through ideas, concepts, new breakthroughs, examples and role models in carrying out environmental-based entrepreneurial activities will certainly be beneficial for the students and the community, namely by utilizing the potential that exists in the pesantren environment to be processed into finished products that are ready to be marketed. Of course, it requires a very long process, starting from finding raw materials, sorting waste, processing and selling. The role of the caregiver is very large because the knowledge provided by the caregiver can be directly applied by the students through the ecopreneur program.

Ecopreneurship represents the process of applying entrepreneurial principles to produce a business that can address environmental issues or operate sustainably. (Khamimah, 2021). So in the context of this research, Kiai plays a role as an innovator which is reflected in work that is done creatively, adapting to changes, developing talents, increasing productivity, competitive advantage, and overcoming challenges.

Several similar studies that examine the problem of kiai leadership in developing santri entrepreneurship have been conducted. Imam Turmudzi who studied the leadership of kiai in developing the culture of santri entrepreneurship at the At-Tahtzib Islamic Boarding School in Jombang and the Salafiyah Kalipare Islamic Boarding School in Malang (Turmudzi, 2019). The main focus is to unite all elements including the formation of a vision, mission, goals, values, beliefs, and integrated systems in Islamic boarding schools to commit to improving quality.

Likewise, research conducted by Sugiarto (2021), he discussed the Entrepreneurial Leadership of Kiai in Improving the Life Skills of Students at the Al-Barakah Mangsuman Siman Ponorogo Islamic Boarding School. (Sugiarto, 2021). This study was caused by concerns about the lack of creativity and life skills experienced by alumni of Islamic boarding schools after they entered society, mostly due to the lack of life skills programs during their time at the Islamic boarding school. After realizing and implementing the innovation of the kiai in the form of life skills, there was an increase in Islamic values, including honesty, trustworthiness, creativity, dynamism, cooperation, hard work, perseverance, and tenacity, among students at the Al-Barokah Islamic Boarding School.

Furthermore, Moh. Badar's research talks about the leadership of the madrasah principal in developing entrepreneurs. (Badar, 2018). The results show that a madrasah principal plays an important role as EMASLIM (Educator, Manager, Administrator, Leader, Innovator, Motivator) plus as Modifier and Figure/Exemplar in State Islamic Senior High School 2 Malang City, Leading Islamic Senior High School Amanatul Ummah Surabaya, and Leading Islamic Senior High School Darul Ulum Jombang.

Husnayain researched the visionary leadership strategies implemented by the kiai in two Islamic boarding schools, namely the At-Taujeh Al-Islamy 02 Islamic Boarding School in Banyumas and the Al-Hikmah 02 Islamic Boarding School in Brebes, Central Java. (Husnayin, 2021). The visionary leadership of the Islamic boarding school cleric is carried out by highlighting the forward-looking views, dedication, and consistency of the cleric towards the development of Islamic boarding school educational institutions.

After knowing the points of similarity in several studies mentioned earlier, it is known that the study of innovation in kiai leadership in developing the ecopreneurial spirit of santri is a new study and has no similarities with previous studies. Based on this explanation, the presence of this study seeks to identify innovative leadership strategies used by kiai in forming an ecopreneurial spirit in santri at the Bumi Al-Qur'an Wonosalam Jombang Islamic Boarding School.

METHODS

This study uses a qualitative method with a phenomenological approach, which aims to deeply understand the innovative leadership strategies applied by the kiai in forming an ecopreneur spirit in students at the Bumi Al-Qur'an Wonosalam Jombang Islamic Boarding School. The qualitative approach was chosen because it can provide a rich and comprehensive description of the phenomenon being studied, while the phenomenological approach is used to explore the experiences, views, and meanings felt by the research subjects.

Data collection techniques were carried out through in-depth interviews, participant observation, and documentation, so that researchers could obtain broad and in-depth data related to the topics discussed. After the data was collected, data analysis was carried out using the Miles and Huberman concept which includes the process of data condensation, data presentation, verification, and drawing conclusions. To ensure the validity of the data, researchers conducted credibility, transferability, dependability, and confirmability tests. This approach is expected to be able to reveal various relevant dimensions of the kiai's leadership strategy in developing ecopreneur characters in students in depth.

RESULTS AND DISCUSSION

Kiai in developing the ecopreneur spirit innovates the santri. The leadership of the kiai in creating an ecopreneur program certainly has differences, because the kiai always looks at the situation and conditions of each Islamic boarding school.(Susanto, 2021). The innovations carried out by the kiai of the Bumi Al-Qur'an Wonosalam Islamic Boarding School are constructive (fostering), creative, delegative (delegating responsibility), integrative (combining), rational and objective, pragmatic (assessment that measures the final result), exemplary, adabtabel (adaptable) and flexible. In accordance with the following interview: "The way I do in forming the ability of the first santri is by creating an ecopreneur program, after that the implementation of activities through several stages on Friday browsing issues related to Saturday discussion activities, Sunday product processing and at the time of marketing through the network of guardians of santri and mobile traders. That is the idea and way of the kiai in forming the ability of santri"

A responsibility certainly feels heavy if borne by an individual. Pondok Pesantren Bumi Al-Qur'an Wonosalam in implementing the ecopreneur program applies delegative innovation to provide learning about the importance of a mandate (trust) given to the administrators in controlling the running of activities.

The role of leadership will be important and needed to align various kinds of needs and also to create a conducive work situation, so that there needs to be an action to entrust part of a leader's work to be completed by members.(Sonedi et al., 2018). In the action research carried out by the kiai of the Bumi Al-Qur'an Islamic Boarding School in entrusting the work that has been given to the administrators or students.



Figure 1. Delegation of Kiai to Santri

Based on the data obtained, it is known that the kiai have their own considerations in determining the delegation of authority to be given. Both delegation based on the main duties and functions stated in the organizational structure, to delegating certain authorities when carrying out activities looking at the conditions faced. The delegation of authority within an organization must of course first refer to the duties and functions stated in the organizational structure so that the planned delegation is in accordance with the expected goals.(Setiani et al., 2023).

As a leader in a pesantren, of course, when launching a new program, he considers the good or bad of the program, or makes the program a supporter of other programs that are already running. The form of innovation of the kiai in forming the ecopreneur spirit of the santri here is integrative, according to the following interview: “The existence of an ecopreneur program (extracurricular) at the Bumi Al-Qur'an Wonosalam Islamic Boarding School is a program to balance the activities of memorizing the Qur'an with the hope of balancing between brain work and physical work.

Integrative (combination) between the two activities, according to the kiai, can provide a new nuance of color so that students do not feel bored in following each activity”

Kiai also shows an innovative attitude in forming the ecopreneur spirit of santri as evidenced by his efforts to be adaptable and flexible. With these efforts, the kiai's desire to create a safe and pleasant pesantren situation and condition is certainly the ecopreneur program is the result of the kiai's adaptation to the pesantren environment.

The innovation of the kiai's leadership in shaping the ecopreneur spirit of the students has a great impact on the character of the students' personalities. From several innovations carried out by the caretaker, the students can carry out their individual tasks by developing their scientific potential. The routine of planting activities without any instructions from the kiai, the students have carried out their obligations, the resolution of problem solving in each individual can be completed by themselves and the students can easily adapt when there is a comparative study activity with a new environment.



Figure 2. Distribution of Mineral Water

Table 1. Types of Ecopreneur Activities in Bumi Al-Qur'an Wonosalam

No	Type of activity	Product	Mentor
1	Botany	<ul style="list-style-type: none"> ➤ Planting Ginger ➤ Planting Bananas ➤ Planting Cassava ➤ Planting Jackfruit ➤ Planting Salak Fruit ➤ Dairy Farmer 	Ahmad Syarif Hidayatullah
2	Zoology	<ul style="list-style-type: none"> ➤ Ornamental Fish Farming ➤ Tuna Fish Farming ➤ Bird Farming ➤ Goose Farming ➤ Chicken Farming ➤ Duck Farming 	Ahmad Abi Ubaidillah
3	Industry	<ul style="list-style-type: none"> ➤ Red Ginger Ajwa ➤ Red Palm Ginger ➤ Original Red Ginger ➤ Honey Banana Chips ➤ Original Banana Chips ➤ Chocolate Banana Chips ➤ Cassava Chips Various Flavors ➤ Original Cassava Chips ➤ Grilled Corn Cassava Chips (BBQ) ➤ Spicy Cassava Chips ➤ Robusta Coffee <ul style="list-style-type: none"> ➤ Ginger Candy ➤ QU Earth Drinking Water 	Muhammad Alfin Salim

Ecopreneur activities at the Bumi Al-Quran Wonosalam Islamic Boarding School can be seen through the table above which has three types of activities and several products from these activities. Ecopreneur activities can run smoothly because the activity supervisor always accompanies and monitors every activity of the students.

The fact shows that the Bumi Al-Qur'an Islamic Boarding School implements ecopreneur activities for students, namely the many plants planted by the students, including avocado, durian, red ginger, long beans, banana trees and also salak. All of these plants exist because of the envoy from Kiai Ghozali, whose goal is to make the results of the plants managed by themselves to maintain the

quality of the ingredients, so that they become environmentally friendly products.

One of the efforts of the reduce process is the production process of red ginger powder all using tools, which tools are not possible if used only once, so every time processing red ginger powder products using the same machine from the red ginger washing machine, red ginger grinding machine, red ginger squeezing machine, red ginger powder mixing machine, red ginger sorting or sifter machine, red ginger powder weighing

machine, and red ginger powder plastic packing siller machine all use machine tools that are reused.

In accordance with the results of the researcher's observations when conducting observations which showed that at the Bumi Al-Qur'an Islamic Boarding School, the reuse of red ginger powder production machine tools, reuse of the red ginger harvest can be done by seeding because the harvested red ginger is displayed in the warehouse within a period of two weeks and the production process is only carried out once a week on Saturdays, so there is some red ginger that has grown. Well, from the part of the red ginger that grew earlier, it was cut and then placed in a polyback, so that the red ginger seeding was carried out, so that from the reuse of the red ginger, the Bumi Al-Qur'an Islamic Boarding School never bought it.

To minimize the waste generated from the production results managed by the Bumi Al-Qur'an Islamic Boarding School, it is proven by launching a new product in the form of banana chips that are packaged using jars, with the aim that the jars can be reused for storing kitchen spices, used for snacks or others, and also aims to limit waste or reduce the use of materials that can cause waste.

Pondok Pesantren Bumi Al-Qur'an also plants crops that minimize the use of chemical fertilizers by using fertilizers derived from one of the basic ingredients of Pondok Pesantren Bumi Al-Qur'an's products, namely banana peels, banana peels are used as fertilizer through a decomposition process. In addition, plant fertilizers use fertilizers from cow and goat manure.

Recycle(recycling), recycling water usage, changing the shape and reusing waste and garbage. And items that are no longer useful can be recycled.

The Islamic boarding school utilizes the environmental resources in Wonosalam Village where the Bumi Al-Qur'an Islamic Boarding School stands, which has a pH (potential hydrogen), which means the amount of hydrogen in a liquid or solution of 7-8 pH, which is commonly used for most mineral water in general and there are also several springs that have 4-6 pH which are commonly used for face mist on the face. However, the Islamic boarding school only utilizes springs that can be used for mineral water, which have been packaged in such a way by the kiai, the packaging also resembles glass mineral water in general, but unfortunately this mineral water is not sold.

The products of the Bumi Al-Qur'an Islamic Boarding School are guaranteed to be natural because from the nursery process to packaging, everything is done by the students themselves. The products available at the Islamic Boarding School are made from processed red ginger, in the form of original red ginger powder, hot red ginger powder, angry ajwa ginger powder, red aren ginger powder. Then there are processed bananas, namely original banana chips, chocolate isang chips, and honey banana chips. And there is also salak jam which if you want to cook it uses an open free order system which means that when there is a new order, it will be made because this salak jam only lasts three months.

The main motivation underlying ecopreneurs is green values. An ecopreneur is highly motivated in spreading their green values to others. In this case, the green values referred to are entrepreneurs/ecopreneurs who start environmentally friendly businesses and their products focus on the environment.

Greenvalues at the Bumi Al-Qur'an Wonosalam Islamic Boarding School, the kiai has spread green values by inviting the students of the Bumi Al-Qur'an Wonosalam Islamic Boarding School, in addition to studying the Koran, it is also necessary to learn entrepreneurship through ecopreneur activities of students in between the busy activities of students studying the Koran and studying other Islamic religious knowledge, not only that, the kiai also invites the community around the Bumi Al-Qur'an Islamic Boarding School to feel the economic impact, there are several widows from Wonosalam village who work producing banana chips at the Bumi Al-Qur'an Islamic Boarding School, there are people who work planting and maintaining red ginger, avocado, banana, durian and so on. And there are also those who work on cattle and goat farms.

Then, the Bumi Al-Qur'an Wonosalam Islamic Boarding School was declared environmentally friendly because its best-selling product is its red ginger powder, which is a red ginger powder product from a nursery taken from red ginger that has grown, fertilized using cow or goat manure, produced by itself using the help of machines, until the packaging is so neat that it is done by itself.

It can be seen that the gap in the market carried out by the Bumi Al-Qur'an Islamic Boarding School

is by understanding the market gap because it has produced a lot of red ginger powder when there was COVID-19, seeing the market gap where herbal medicine in the form of red ginger powder during conditions like this is in great demand in the market, not long after that consumer demand did increase drastically, even several hospitals such as the Islamic hospital in Bojonegoro asked for up to 500 pcs per month.

Bumi Al-Qur'an Islamic Boarding School Wonosalam, in the process of product socialization by using friendship networks, networks carried out by alumni friends of Gontor Islamic Boarding School Kediri, so that the products managed by Bumi Al-Qur'an Islamic Boarding School become known to many people, without using TV, radio or other advertisements.

CONCLUSION

The innovative leadership of the kiai in forming the ecopreneur spirit of the students needs to be recognized as very interesting and good which is applied in the Bumi Al-Qur'an Wonosalam Islamic Boarding School. Through exemplary behavior, ideas or concepts applied in the ecopreneur program are a balance of the students' learning activities at the Islamic Boarding School. Students who graduate from the Islamic Boarding School are not only skilled in religious aspects, but also have an entrepreneurial spirit that cares about the surrounding environment.

Therefore, for a leader in this case a kiai, it is expected to always oversee the implementation of the santri ecopreneur program by providing encouragement through role models so that they can develop the potential possessed by the santri, as well as make several breakthroughs by increasing productivity, competitive advantages, and increasing santri satisfaction, through the results achieved by the santri.

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