

INFLUENCE OF STRATEGIC, SPIRITUAL AND ENTREPRENEURIAL LEADERSHIP OF THE KIAI TO THE SANTRI'S WORK SATISFACTION AND TO THE JIHAD (PERFORMANCE) OF SANTRIPRENEUR AT THE ENTREPRENEURIAL PESANTREN IN EAST JAVA PROVINCE

Muhammad Zakki¹, Budiman Christiananta², H. Teman Koesmono³

Widya Mandala Catholic University, Surabaya, East Java,
INDONESIA.

dfriendkoesmono@yahoo.co.id

ABSTRACT

This research analyses the influence of Strategic Leadership, Spiritual Leadership, and the Entrepreneurial Leadership of the "Kiai" (the Islamic Informal Leader leading the Islamic Traditional Boarding School) to the Work Satisfaction of the "Santri" (Students of Islamic Traditional Boarding School) and the "Jihad" (Performance) of "Santripreneur" (Entrepreneur deriving and established from the Santri) in East Java Province. Outputs of this research show that the Strategic Leadership, the Spiritual Leadership and the Entrepreneurial Leadership significantly influence the Performance of Santripreneurs. In addition, the Work Satisfaction of the Santri also has significant influence to the Performance of Santripreneurs. The object being researched is the existence of "Entrepreneurial Pondok Pesantren" (the Islamic Traditional Boarding School) as a place to study the religion and at the same time as a place to study the entrepreneurship. This is in line with and in response to the globalization occurring at present. This research constitutes a dual system program between the religious educational environment and the entrepreneurship having a synergy to develop the people quality requiring the worldly or secular and spiritual life survival.

Keywords: Strategic Leadership, Spiritual Leadership, Entrepreneurial Leadership, Work Satisfaction, and Santripreneur Performance

INTRODUCTION

The life of Entrepreneurs has spread to various social life segmentations of the community, either at the low, middle and high levels, and even to the various aspects of other social institutions. "Pesantren" (Islamic Traditional Boarding School) as a place to learn the religious knowledge is not separated from the life of the entrepreneurs having the social nature with various activities available. A "Santri" (student of the Islamic Traditional Boarding School) has the needs and the wish to fulfill the worldly or secular life and also the hereafter life later on, being materialized in the form of balance between the need for religious knowledge and the need of science for an entrepreneur. 'Pesantren' derives from the word 'pe-santri-an' means the place of the 'santri'. Whereas 'santri' is a student who studies the knowledge of religion in depth, particularly Islam. The Pesantren has continuously developed from year to year without a halt to establish a person who is expert in the field of Islam religion. This is indicated by several religious leaders in community and the statemen who take part in building this country and this nation. Pesantren has the operational instruments, among others are as follows:

1. Kiai (the Islamic Informal Leader / Teacher leading / teaching at the Islamic Traditional Boarding School).

2. Santri (Student who studies the Islam religion).
3. Pondok Pesantren is the place for activities of the Kiai and the Santri.
4. Kitab Kuning (Yellow Book) is the source of scientific materials that have to be studied to deepen the knowledge of Islam.

Pondok Pesantren has already been in existence for a very long time, however it has never been erased by the global condition available at present. This indicates that Pesantren is a community of religious people who have never been suppressed by the Global flow and it protects the behavior of the religious people in order not to be trapped into the deviation of moral values frequently occurs as the effect of the weakness of his spiritual values. On its journey, this nation has started from the era of colonialism till the era of *Information Technology (IT)* at present, the Pondok Pesantren has contributed lots of alumni of its Santri for the interest of the plural communities in various sectors with the orientation to the economic values for the prosperous community life without leaving behind the Islamic religious teachings given by God – Allah Swt through *Muhammad the Prophet*. In the past, in the effort to obtain the freedom for the Indonesian people, many Pesantren took part in struggle to get the freedom for the nation, without expecting any reward in return, as a community of social creature establishing the next generations as a form of participation in fulfilling the freedom up to this present time. In the effort to assist the Government in bringing prosperity for community, many kinds of Pesantren do their activities directly related to the public interests, and one of them is giving the knowledge of entrepreneurship to its santri or students. Based on the various interests of community for the spiritual and physical needs, the Pondok Pesantren prepares itself to educate and to train its santri / students in order to have the entrepreneurship knowledge as the capital to live in community decently in the future, either from the view point of morality and material aspects. To face such a challenge, a figure of a Kiai who is ‘capable’ in various aspects is required, namely capable from the aspect of moral education and of the entrepreneurship. A “Kiai” as a “Teacher” and at the same time as a “Leader” of an Islamic Traditional Boarding School (Pesantren) should have patterns in running his activities and as a leader, among others: the strategic, spiritual and entrepreneurial leaderships, which require *an extra special knowledge*, in order to make the santri or students get the work satisfaction and the performance of the Kiai himself can be maximum, so that the prosperity can be jointly obtained by the students (santri) and the teacher (Kiai) together. All the santri get the general knowledge (entrepreneurship) and the religion knowledge. The Kiai as a leader of the pertinent pondok pesantren obtains the income from his business undertaking used to finance the pesantren activities and in order to run his business smoothly, the model of dual system program can be used giving the mutual benefits to the Kiai and to the Santri in sustainable way. Certainly on its further journey, the Kiai through Pesantren always tries to carry out the continuous improvement to the aspects related to living needs of the modern community without losing his self value or dignity as a social creature based on his religious faith as a guideline in his life.

Based on the aforesaid descriptions, in order to establish a synergized life between the Kiai and his Santri, a research needs to be carried out connecting the variables occurring at the life of the Kiai and those of the Santri under a title: “Influence of Strategic Leadership, Spiritual Leadership and Entrepreneurial Leadership of Kiai to the Santri’s Work Satisfaction and to the Jihad (Performance) of Santripreneur at the Entrepreneurial Pesantren in East Java Province.” This research is carried out considering the important role of Pesantren as a place to study the religion wishing to assist the Government in establishing the entrepreneurs,

having the bases on the religious teachings and the general sciences as an alternative to reduce the unemployment at the community.

THEORETICAL STUDY

In pesantren life, the Kiai has the primary role, therefore the ability of a Kiai is demanded to be able to accommodate the interests related to the activities available at the Pesantren, particularly those required by his Santri in running their activities at the Pesantren concerned. About the Strategic Leadership, many experts give the definition as follows: According to Ireland and Hitt (1999:43-57), a *Strategic Leadership is a strategy in leadership able to create a meaning and goal of organization with the vision and mission able to establish the future of the organization*. Hosner and Phipps in Burbach (2010:138) declare that the term Strategic Leadership from the Hosner's theory on contingency leadership explaining that a leader does not prioritize the organizational competition in industry but focusing his attention to his tasks as a leader. Whereas Wright (2000:35-42) states that Strategic Leadership requires a strategic implementation and a leadership of a person is considered strategic if fulfilling the 3 (three) conditions as follows: 1) His leadership has the orientation to the strategy. 2) He has a power. 3) He has ability to create a conducive organizational culture. David J.B. & Davies B (2004) defines that the Strategic Leadership requires 2 (two) abilities, namely: (1) Ability to carry out the organizational activities (Organizational Ability); and (2) Individual Ability (personal characteristics). Such abilities become the absolute condition for the Strategic Leadership. A leader must be able to establish a leadership leading toward the establishment of meaning, goal, stability and the organization survival in the long run. In addition, he can also explain and direct the vision and the mission of organization pursuant to the specified goal. The influence of strategic leadership can motivate its followers and give a special work satisfaction in supporting the survival of organization in the future.

Considering the fact that Pesantren is a place to get the in-depth study on religion, then a Spiritual Leadership is required which is able to give the special outlook to his Santri or students about the values and behaviors establishing either internal or external motivations. Giacalon and Jurkiewicz (2003:13-17) state that spiritual is the frame of organizational values in the form of culture explaining the employee experience through their working process, facilitating the feeling by means of providing the sense of love and the sense of joy to other people. Whereas the Spiritual Leadership according to Fry (2003) means *a leadership prioritizing the importance of values and behavior of a leader able to motivate his followers*. If the Spiritual Leadership is properly and correctly run, it will give impact to the work satisfaction and performance of his followers (his santri) having the entrepreneurial outlook.

Various types of modern Pesantren at present other than teaching the religious values also teaches the science of entrepreneurship, so that the living capital of its santri or students will be complete when they perform their mandate as social creatures in community. The specific characteristic of an Entrepreneur is that he has the ability in creativity and innovation to the products made. To achieve it, a *Kiain is required to have an entrepreneurial leadership and a Kiai must also be a business minded* without leaving behind the religious norms, particularly Islam. Gupta et al (2004), *the Entrepreneurial Leadership is the ability to find and develop various economic options with the orientation to the added value*. Such options are illustrated in the forms of big planning and scenario and dare to take the risk in business. The leadership which opens the widest opportunities when the situation and environment of organization press it. The leadership which is dare to establish an initiative when other people undergo a doubt to act and to do. All of them are carried out for the sake of the materialization of the

organization mission. Susanto and Hastomo (2012) declare that the Entrepreneurial Leadership is a leadership able to integrate various abilities available at a Leader, namely the ability to combine the *knowledge, the business skill, and the quality leadership*. These three abilities if activated as a whole and integrated into the mind of an organization leader will produce the Work Satisfaction for his subordinates having the orientation to the action and the work output.

Each Santri or student must need a satisfaction on what he has produced during his work period. The presence of work satisfaction for the Santri is the responsibility of a Kiai as an Leader of an Entrepreneurial Podok Pesantren. Greenberg and Baron (2008:121-129) state that the Work Satisfaction is the materialization of the *work-related attitude* condition. Such materialization illustrates the trust, emotion, feeling, and the behavioral trend to the work. All of them are materialized in the forms of *positive or negative attitude*. Kaliski (2007:81-87) states that the work satisfaction is the workers' feeling upon the achievement and the success obtained at the work. Generally it is directly felt. The work satisfaction reveals more about the spirit and the joy or happiness upon the work. The work satisfaction is a satisfaction of a person to his work materialized in the form of acknowledgement, income, promotion and others causing the satisfaction of someone. And so do the Santri, they expect they are able to enjoy their work satisfaction as the doers in entrepreneurship process, so that they can produce the maximum performance.

Performance of Santripreneur is classified as the form of "Jihad". Here, '*Jihad*' means an activity conducted properly and correctly according to the normative values and religion. "Jihad" is a serious effort by mobilizing the whole individual abilities to materialize the organizational goal. Jihad is a serious and maximum effort to reach the goodness by sacrificing everything he has in order to achieve the benefits and prosperity for the human being. Whereas the Performance is the work output qualitatively and quantitatively achieved by someone in performing his tasks pursuant to the responsibility given to him. Khaled About El Fadl in Rohmanu (2010: 7-11) simplifies the meaning of 'Jihad' as : *to strive hard, or to struggle in pursuit of a just cause* (working or trying hard or struggling hard in order to get the justice and prosperity). *The concept of 'Jihad' in this perspective is emphasized more on the moral and spiritual meanings rather than its physical meaning*. Certainly, the performance of Santripreneur will be correlated and influenced by several variables, among others the strategic leadership, spiritual leadership, entrepreneurial leadership and the work satisfaction of the Santri or students as a part of the entrepreneurial doers.

METHOD OF RESEARCH

Research Model

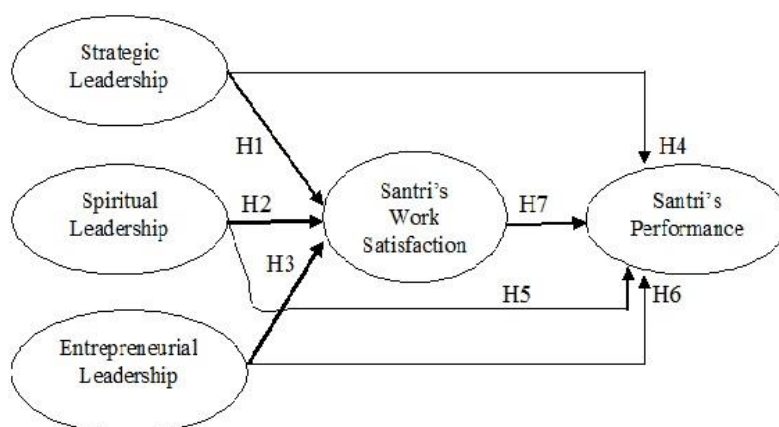


Figure 1: Conceptual Frame in Research

Model of Research applies the hypothesis based on the actual problems available at the Entrepreneurial Pesantren, under the title of: “Influence of the Strategic Leadership, the Spiritual Leadership, the Entrepreneurial Leadership to the Work Satisfaction and Performance of Santripreneurs in East Java Province.

HYPOTHESIS OF RESEARCH

H1: *Strategic Leadership* of Kiai influences the *Work Satisfaction* of Santri at the Entrepreneurial Pesantren in East Java Province.

H2: *Spiritual Leadership* of Kiai influences the *Work Satisfaction* of Santri at the Entrepreneurial Pesantren in East Java Province.

H3: *Entrepreneurial Leadership* of Kiai influences the *Work Satisfaction* of Santri at the Entrepreneurial Pesantren in East Java Province.

H4: *Strategic Leadership* of Kiai influences the *Performance of Santri* at the Entrepreneurial Pesantren in East Java Province.

H5: *Spiritual Leadership* of Kiai influences the *Performance of Santri* at the Entrepreneurial Pesantren in East Java Province.

H6: *Entrepreneurial Leadership* of Kiai influences the *Performance of Santri* at the Entrepreneurial Pesantren in East Java Province.

H7: *Work Satisfaction of Santri* gives influence to the *Performance of Santri* at the Entrepreneurial Pesantren in East Java Province.

Types and Sources of Data

The types of data is obtained by using the Interval Scale (Likert Scale) indicated by the same interval between one number to the others, starting from the smallest till the biggest one, namely: 1 (Completely Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) and 5 (Completely Agree).

Variable Identification

1. Independent Variables: Strategic Leadership, Spiritual Leadership, Entrepreneurial Leadership.
2. Dependent Variables: Work Satisfaction, Performance.

Operational Definition

1. Strategic Leadership is a leadership prioritizing the implementation of strategy able to create the meaning and goal of organization with the mission and vision able to establish the future of organization.
2. Spiritual Leadership is a leadership prioritizing the importance of values and behaviors of a leader able to motivate his followers.
3. Entrepreneurial Leadership is ability of a leader in finding and developing various kinds of economic options having the orientation to the added value of a certain goods.
4. Work Satisfaction is a feeling / evaluation of someone to his work environment or to his work output whether it is satisfactory or not for him.
5. Performance is an output of effort conducted by someone in a certain period of time.

Population and Samples

Population in this research are the whole Entrepreneurial Pondok Pesantren in East Java. There are 40 (forty) Pondok Pesantren, but only 4 (four) fulfilling the requirements as the entrepreneurial pesantren with the criteria as follows:

- 1) Producing certain commodities, and
- 2) Their entrepreneurial effort can survives

Table 1. Four Entrepreneurial Pesantren

No.	Name of Pesantren	The Guiding Kiai	Number of Santripreneur
1.	Pondok Pesantren Sidogiri, Pasuruan	KH. Badroddin Toyiyib	25
2.	Pondok Pesantren Sunan Dradjat, Lamongan	KH. Abdul Gofur	20
3.	Pondok Pesantren Alam Bumi Al Qur'an, Jombang	KH. Achmad Ghozali	15
4.	Pondok Pesantren Mukmin Mandiri, Sidoarjo	KH. Muhammad Zakki	15
Total			75

Sample Taking Technique

The procedure in taking the samples is by means of *non-probability sampling* namely not all elements of population have the same opportunity to be chosen.

Sample Taking Formula:

$$n = \frac{N}{Nd^2+1} = \frac{75}{75(0.1)^2 + 1} = \frac{75}{0.75 + 1} = 42.83 = 43$$

$$Nd^2+1 \quad 75(0.1)^2 + 1 \quad 0.75 + 1$$

n = Total Sample.

N = Population

d = Precision Value

Table 2. Research Sample Distribution

No.	Name of Pesantren	Amount of Santripreneur	Amount of Samples	Total
1.	Pondok Pesantren Sidogiri, Pasuruan	25:75 x 43	14	14
2.	Pondok Pesantren Sunan Dradjat, Lamongan	20:75 x 43	11	11
3.	Pondok Pesantren Alam Bumi Al Qur'an, Jombang	15:75 x 43	9	9
4.	Pondok Pesantren Mukmin Mandiri, Sidoarjo	15:75 x 43	9	9
Total			43	43

Data Analytical Technique

Data of this research is analyzed by using *Structural Equation Modeling (SEM)* by applying the Program of PLS (Partial Least Square).

Regression Equation: $Y1 = a + bX1 + cX2 + dX3$

$$Y2 = e + fX1 + gX2 + hX3 + Y1$$

Remarks: X1 = Strategic Leadership. X2 = Spiritual Leadership.

X3 = Entrepreneurial Leadership, Y1 = Work Satisfaction, Y2 = Performance.

a,b,c,d,e,f,g,h = Constant of the Research Findings.

Table 3. Average Reply of the Respondents

<i>Variables / Indicators</i>	<i>Mean</i>	<i>Deviation Standard</i>
Strategic Leadership (X1):		
X1.1	4.162	0.703
X1.2	4.176	0.652
X1.3	4.000	0.645
X1.4	4.126	0.799
X1.5	3.985	0.724
X1.6	3.872	0.766
Spiritual Leadership (X2):		
X2.1	4.096	0.546
X2.2	3.991	0.810
X2.3	3.840	0.686
X2.4	4.116	0.701
X2.5	4.273	0.685
X2.6	3.765	0.679
Entrepreneurial Leadership (X3):		
X3.1	3.912	0.667
X3.2	4.026	0.608
X3.3	3.904	0.739
X3.4	3.660	0.878
X3.5	4.127	0.590
Work Satisfaction (Y1):		
Y1.1	3.830	0.813
Y1.2	3.770	0.541
Y1.3	3.942	0.626
Santripreneur Performance (Y2):		
Y2.1	3.858	0.509
Y2.2	3.985	0.544
Y2.3	3.983	0.639
Y2.4	3.984	0.637
Y2.5	4.033	0.682
Y2.6	3.983	0.651

Respondents' average replies on each highest variable are: 1) Strategic Leadership Variable (X1): X1.2 Spiritual Leadership (exploiting and utilizing the competence), 2) Spiritual Leadership (X2): X2.5 (membership), 3) Entrepreneurial Leadership (X3): X3.5 (focus and smart in execution), 4) Work Satisfaction (Y1): Y1.3 (reflection of attitude), and 5) Performance (Y2): Y2.5 (close to people).

Table 4. Validity Test

<i>Variables / Indicators</i>	<i>Original Coefficient</i>	<i>Boot-Strap</i>	
		<i>Coefficient</i>	<i>T-Statistic</i>
Strategic Leadership (X1):			
X1.1	0.937	0.935	178.252
X1.2	0.933	0.933	243.304
X1.3	0.863	0.858	44.778
X1.4	0.898	0.893	79.372
X1.5	0.898	0.895	118.306
X1.6	0.905	0.903	76.752
Spiritual Leadership (X2):			
X2.1	0.920	0.918	135.022
X2.2	0.971	0.970	238.382
X2.3	0.913	0.913	117.643
X2.4	0.938	0.938	236.228
X2.5	0.848	0.848	60.613
X2.6	0.934	0.934	257.726
Entrepreneurial Leadership (X3):			
X3.1	0.945	0.943	218.486
X3.2	0.934	0.931	132.288
X3.3	0.969	0.969	272.142
X3.4	0.881	0.878	104.569
X3.5	0.939	0.937	188.689
Work Satisfaction (Y1):			
Y1.1	0.934	0.932	264.030
Y1.2	0.896	0.895	133.437
Y1.3	0.978	0.786	618.437
Santripreneur Performance (Y2):			
Y2.1	0.932	0.931	151.724
Y2.2	0.937	0.929	175.532
Y2.3	0.966	0.959	314.934
Y2.4	0.951	0.948	169.762
Y2.5	0.946	0.942	158.656
Y2.6	0.924	0.919	83.011

From the above table, it can be explained as follows: Loading factor is bigger than 0.5 and T-arithmetical progression is bigger than 1.96. Thus, it can be stated that all research variables are valid and can be used as materials for research.

Table 5. Reliability Test for Each Variable

<i>Variables/Indicators</i>	<i>Loading (λ)</i>	λ^2	$1-\lambda^2$	<i>Critical Ratio (CR)</i>
Strategic Leadership (X1):				
X1.1	0.937	0.877969	0.122031	
X1.2	0.933	0.870489	0.129511	
X1.3	0.863	0.744769	0.255231	0.965
X1.4	0.898	0.806404	0.193596	
X1.5	0.898	0.806404	0.193596	
X1.6	0.905	0.819025	0.180975	
Total	5.434		1.075008	
Spiritual Leadership (X2):				
X2.1	0.920	0.846400	0.153600	
X2.2	0.971	0.942841	0.057159	
X2.3	0.913	0.835396	0.164604	0.972
X2.4	0.938	0.883600	0.116400	
X2.5	0.848	0.722500	0.277500	
X2.6	0.934	0.874225	0.125775	
Total	5.53		0.895038	
Entrepreneurial Leadership (X3):				
X3.1	0.945	0.893025	0.106975	
X3.2	0.934	0.872356	0.127644	
X3.3	0.969	0.938961	0.061039	0.972
X3.4	0.881	0.776161	0.223839	
X3.5	0.939	0.881721	0.118279	
Total	4.668		0.637776	
Work Satisfaction (Y1):				
Y1.1	0.921	0.889249	0.110751	
Y1.2	0.971	0.802816	0.197184	0.958
Y1.3	0.914	0.956484	0.0043516	
Total	2.806		0.351451	
Santripreneur Performance (Y2):				
Y2.1	0.932	0.868624	0.131376	
Y2.2	0.937	0.877969	0.122031	
Y2.3	0.966	0.933156	0.066844	0.980
Y2.4	0.951	0.904401	0.095599	
Y2.5	0.946	0.894916	0.105084	
Y2.6	0.924	0.853776	0.146224	
Total	5.656		0.667158	

From the above table, it can be explained that all variables have the CR more than 0.7. Therefore, all data are valid and able to be used as materials for research.

Table 6. Model Compatibility Test

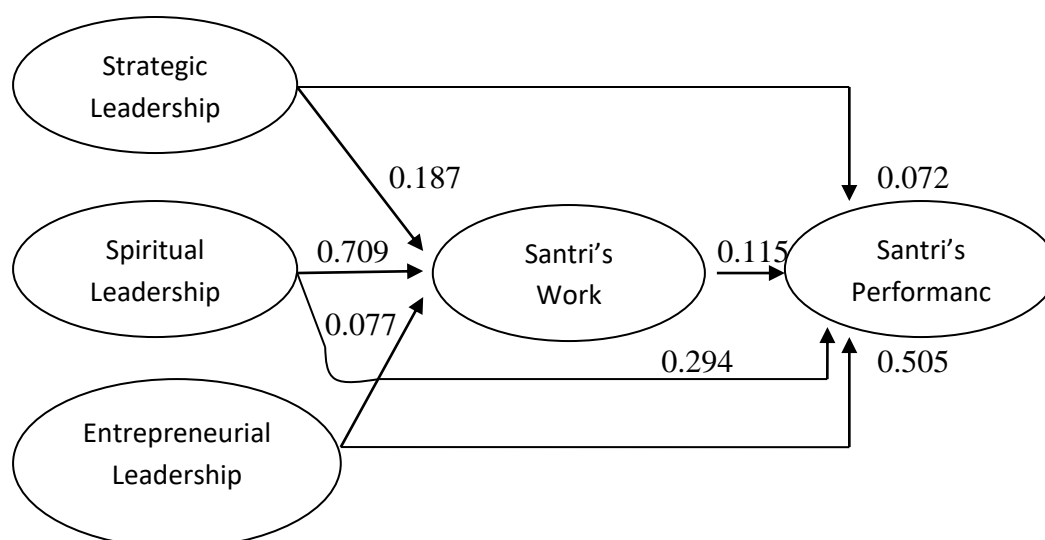
Variable	R-Square
Strategic Leadership (X1), Spiritual Leadership (X2), Entrepreneurial Leadership (X3) → Work Satisfaction	0.912
Strategic Leadership (X1), Spiritual Leadership (X2), Entrepreneurial Leadership (X3), Work Satisfaction (Y1) → Performance of Santripreneurs.	0.903

From the output of Model Compatibility Test, it is found out that R-Square is bigger than zero (0), therefore it can be declared that the model meets the requirement of Goodness of Fit Model.

Table 7. Output of Linear Coefficient Test

Variables	Coefficient	T-Statistic	T-Table	Output
1. Strategic Leadership (X1) → Work Satisfaction (Y1)	0.187	3.478	1.96	Significant
2. Spiritual Leadership (X2) → Work Satisfaction (Y1)	0.709	18.613	1.96	Significant
3. Entrepreneurial Leadership (X3) → Work Satisfaction (Y1)	0.077	2.409	1.96	Significant
4. Strategic Leadership (X1) → Performance (Y2)	0.072	1.266	1.96	Non-Significant
5. Spiritual Leadership (X2) → Performance (Y2)	0.294	5.728	1.96	Significant
6. Entrepreneurial Leadership (X3) → Performance (Y2)	0.505	16.177	1.96	Significant
7. Work Satisfaction (Y1) → Performance (Y2)	0.115	2.790	1.96	Significant

From the Output of Linear Coefficient Test, it can be illustrated in a diagram as follows:



Regression Equation

$$Y1 = 0.187 X1 + 0.709 X2 + 0.077 X3.$$

$$Y2 = 0.072 X1 + 0.294 X2 + 0.505 X3 + 0.115 Y1.$$

DISCUSSION ON OUTPUTS OF THE RESEARCH

1. The hypothesis stating that the Strategic Leadership of a Kiai influences the Work Satisfaction of the Santri at the Entrepreneurial Pesantren in East Java Province is proven by the regression coefficient at the amount of 0.187. Output of this research supports the research conducted by Rowe (2001) stating that the strategic leadership is able to influence the satisfaction of his members and increases the company survival through his clear vision. It is different from the findings by Brahmasari and Suprayetno (2008) stating that the Leadership Style gives negative influence to the work satisfaction of the employees.
2. The hypothesis stating that the Spiritual Leadership of a Kiai significantly influences the Work Satisfaction of the Santri at the Entrepreneurial Pesantren in East Java Province is proven by the regression coefficient at the amount of 0.709. Output of this research supports the statement of Mitroff and Denton (1999) stating that the spiritual leadership is able to settle the occurring business problems and give satisfaction on manpower affairs to its members. In addition, it also support the research conducted by Thayib et al (2013), stating that the Spiritual Leadership gives significant influence to the work satisfaction of the employees.
3. The hypothesis stating that the Entrepreneurial Leadership of a Kiai significantly influences the Work Satisfaction of the Santri at the Entrepreneurial Pesantren in East Java Province is proven by the regression coefficient at the amount of 0.077. Output of this research supports the research conducted by *Belias and Koustelios (2014)* stating that the entrepreneurial leadership of someone is able to increase the work satisfaction of employees through the *creative and innovative works* of their mindset. *Hughes et al (2012:118)* state that a leadership of a person will concern and influence the satisfaction of his subordinates or other people.
4. *The hypothesis stating that the Strategic Leadership of a Kiai significantly influences the Performance of Santri* at the Entrepreneurial Pesantren in East Java Province with the regression coefficient at the amount of 0.072 is not proven, because the T-arithmetical progression is smaller than T-table. Output of this research *does not support* the research conducted by *Harare (2003)*, stating that the strategic leadership influences the performance of employees by taking the risky decisions at the state of 'uncertainty' to the efforts conducted in his life and in his subordinates. *Selly (2013)* states that the Strategic Leadership dares to take the risk for the sake of materializing the performance of his subordinates and the performance of organization that he leads with the purpose that the organization goal can be materialized in conducive way.
5. *The hypothesis stating that the Spiritual Leadership significantly influences the Performance of the Santri* at the Entrepreneurial Pesantren in East Java Province is proven by the regression coefficient at the amount of 0.294. Output of this research supports the research conducted by *Susanto and Hastomo (2012)* stating that the spiritual leadership positively influences performance of his employees by establishing the Spiritual Intelligence for his followers (*Spiritual Quotient*).

Tanuwijaya (2015) states that the Spiritual Leadership influences the performance of employees of PT Sari Pawita Pratama.

6. *The hypothesis stating that the Entrepreneurial Leadership of a Kiai influences the Performance of the Santri at the Entrepreneurial Pesantren in East Java Province is proven by the correlation coefficient at the amount of 0.505. Output of this research supports the research conducted by Phipps and Burbach (2010) stating the entrepreneurial leadership influences performance of employees in the field of social business; and a research by Wijaya and Harjanti (2013) stating that Entrepreneurial Leadership relates and influences the performance of employees in UMKM (Micro, Small and Medium Enterprises), and a research by Lestari (2014) stating that the higher the ability of the Entrepreneurial Leadership is, the higher it influences the performance of its employees.*
7. *The hypothesis stating that the Work Satisfaction of Santri influences the Santri's performance at the Entrepreneurial Pesantren in East Java Province is proven by the correlation coefficient at the amount of 0.115. Output of this research supports the research already been conducted by Koesmono (2014) and (2015), stating that the Work Satisfaction significantly influences performance of employees; and also a research by Wahyuni et al (2014) stating that the Work Satisfaction significantly influences performance of the teachers of the Private Senior High Schools in Surabaya.*

CONCLUSION

1. *Strategic Leadership has positive influence to the organization and gives contribution to the Work Satisfaction of employees. This is supported by the highest average replies of the respondents on Indicator X1.2 (Exploiting and Utilizing the Competence) and further it does not significantly influence the performance of the Santri employees. This is supported by the average replies of respondents on Indicator Y1.3 (Attitude Reflection). Therefore, the existence of Strategic Leadership needs to be developed in line with environmental development of business, particularly at the Entrepreneurial Pesantren collaborating the values of business and the values of the religious teachings.*
2. *Spiritual Leadership has positive influence to the work satisfaction of employees. This is supported by the highest average replies of the respondents on Indicator X2.5 (Membership). The Spiritual Leadership is also important to be implemented in business, either in *profit* or *non-profit business* such as in the Entrepreneurial Pesantren in which the production persons as well as the employees are the Santri who study the religious knowledge in depth. It is expected that in carrying out the business activities, they do not deviate from the believed spiritual values.*
3. *Entrepreneurial Leadership has and gives a contribution to the Work Satisfaction of employees. This is supported by the average replies of respondents on Indicator X3.5 (Focus and Smart Execution). Entrepreneurial Leadership gives a lot of education to employees on the importance of 'creative and innovative thinking patterns', so that we will remain able to produce the goods or the services for the sake of the consumers' needs. The Entrepreneurial Leadership which is able to accommodate the interests of its employees will create satisfaction for its employees, particularly for the Santripreneurs.*
4. *Spiritual Leadership in this Research significantly influences the Performance of the Santripreneurs. This is supported by the highest average replies of the respondents on*

Indicator X2.5 (Membership). As its result, the Santripreneurs obey to the Kiai as the *Patron of their behaviors* and obey to the teachings given by the Kiai for the sake of the worldly needs and the hereafter ones. Considering the fact that the existence of Kiai directly gives impact to the Performance of the Santripreneurs. The existence or non-existence of Kiai at the Pondok Pesantren will remain confirming the faith of the Santripreneurs to work maximally to produce the work productivity.

5. *The Work Satisfaction of Santripreneurs shall be maintained well, so that the outputs of their works remain maximum.* This is supported by the average replies of the respondents on *Indicator Y1.3 (Attitude Reflection)*. Certainly, it is quite human if someone gives his attitude toward satisfaction of decisions taken in his entrepreneurship, so that the Santripreneurs can improve their performance for the sake of the smooth operation of their joint business.
6. *The Work Satisfaction of Santripreneurs shall be maintained well, so that the output of their works will remain maximum.* This is supported by the average replies of the respondents on *Indicator Y1.3 (Attitude Reflection)*. Certainly, it is quite human if someone gives his attitude toward his work satisfaction that will give impact to his performance by trying hard to do for the best to make the achievement in the future in performing his tasks and his responsibilities.

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