

## **The Leadership of Kyat in Growing Entrepreneurship Soul try Al Baqiyatussholihat Boarding School Tanjung Jabung Barat District Jambi Province**

Nur Habibullah<sup>1</sup>, Heru Setiawan<sup>2</sup>, Nurul Hidayah Tumadi<sup>3</sup>, Muhammad<sup>4</sup>  
<sup>1,2,3,4</sup> Lecturer of STAI An - Nadwah Kuala Tungkal  
Corresponding Author: Nur Habibullah

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**Abstract:** Boarding school is an educational institution that have a high level of independence by implementing the educational process without relying solely on the government, but its for establishing enterpreneurship in completing boarding school needs. This entrepreneurial capability requires the educational institutions to apply the entrepreneurship principles. The entrepreneurship principles are creative and innovative acts, empowering the potential of schools, and fostering an entrepreneurial spirit.

**Keywords:** The Leadership of Kiyai, Soul Entrepreneurship, boarding school

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### **I. INTRODUCTION**

Basically boarding school is an Islamic educational institution implementing with a boarding system (cottage) with kyai as the center and mosque as the center of the institution [1]. Boarding school is an traditional Islamic education institution . boarding school is formed for understanding, study and practice the teachings of Islam by emphasizing the importance of Islamic morality as daily life guidance [2]. Boarding school is one of the educational subsystem which has characteristics. The educational model implemented by pesantren is legally recognized by the spirit of Law No.20 of 2003 on National Education System.

Boarding school is a unique educational institution, not only because of its very long existence, but also because of the culture, method and network applied by the institution. Pesantren is also one of the scientific treasures that hold its own magic to be studied from various aspects and point of view. Its existence as a model of the oldest educational institution in Indonesia continues to develop with its various metamorphoses, though not to lose its substantive identity in the Santri-Kyai relation. Kyai's position is the most important element in boarding school in his capacity as a designer (architect), founder and developer (developer), as well as a leader and manager (leader and manager) of boarding school [3].

Especially for boarding school education, the students who studied in educated become true believers, or instance people who loyal to Allah SWT, have pure endurance, intact personal integrity, independent and have intellectual qualities. In the boarding school of the santri learn to live in society, organize, leading, even boarding school become place to forge the students for enlarge the entrepreneurship. Inside the boarding school, santri live regardless of parental supervision for long time. depends entirely on the government, establishing enterpreneurship the boarding school needs.

A leader of an educational institution pursuant to Government Regulation Number 19 Year 2005 article 38 should have entrepreneurship skills in education [6]. This entrepreneurial capability requires leaders of educational institutions to be able to apply the principles of entrepreneurship. The principles of entrepreneurship are creative and innovative acts, empowering the potential of schools, and fostering the soul The existence of a kyai as a leader, in the duties and functions can be viewed as a unique leadership phenomenon. The legitimacy of a kyai's leadership is directly derived from a society that judges not only the skill of the religious knowledge of a kyai but is also judged by authority derived from knowledge, personal traits and often offspring. Economic field became one of the focus of development boarding school, especially to support institutional independence of boarding school, such as realized by establishing the boarding school Owned Enterprise.

This body also served as a profit center and place of education and training (training center) entrepreneurship skills for students as a life provision when plunge in society [4]. Along with Aji Gunawan asserted, students are valuable asset who are very potential in developing the field of economy boarding school. The student Participation in various aspects is considered very important not only from the side of boarding school economic life, but also the side after plunge in society [5].

Boarding school is an educational institution that has a high degree of independence by implementing the process of education without entrepreneurship [7].

Furthermore, this entrepreneurial competence is clarified by Permendiknas Number 13 of 2007 in which a leader of educational institutions should be able to create useful innovations for the development of educational institutions, work hard to achieve successfulness of educational institutions as an effective learner organization, has a strong motivation to succeed in carrying out the main task and its function as a leader of educational institutions, never give up and always find the best solution in facing obstacles faced by educational institution, have entrepreneurial instinct in managing production activity / service of educational institution as learning resource of learners [8]. So the leader of the educational institution that acts as an entrepreneur has the task of not only improving the quality of education but also the competitiveness of schools to remain in demand by consumers of educational institutions [9].

One of the consequences of the lack of entrepreneurial competence of the leaders of educational institutions in the long run is the emergence of problems such as the number of unemployment that occurred in every level of education. This (unemployment) is not entirely caused by the lack of entrepreneurial spirit. Many other factors cause. Nevertheless, it seems that the most important factor and challenge is how educational institutions succeed in shaping entrepreneurship.[10].

Based on initial observations of field researchers found that there are several symptoms that differ from what should be. A leader in demand to have competencies that they must have, one of which is entrepreneurial competence, then at least every foundation must have a foundation-owned enterprise. A leader is required to have entrepreneurial competence to advance the place he leads and foster the entrepreneurial spirit of the school. Based on the observation of the researcher in boarding school Al-Baqiyatussholihat, that boarding school is progressing from the side of the number of pupils in each year, but in terms of financing in boarding school completely still dependent on others in the form of donations and so forth, this is because boarding school have not yet a well-managed cottage entrepreneurship to meet all needs of boarding schools such as foundation-owned enterprises and so forth. Several types of business have been done by both teachers and students, but the results and benefits are still limited to those teachers and not for the benefit of huts and foundations [11].

Based on the background of the above problem, then the main problem in this research is why kiyai leadership has not been able to grow entrepreneurship in Tanjung Jabung Barat District boarding school? From the main question, can be formulated some research questions, namely: 1). How is the leadership of kiyai in cultivating entrepreneurship in boarding school Tanjung Jabung Barat district? 2). How is entrepreneurship in boarding school Tanjung Jabung Barat district? 3) How is the leadership of kiyai in cultivating entrepreneurship in Tanjung Jabung Barat district boarding school?

## II. LITERATURE REVIEW

### 2.1 The Leadership of Kiyai

In Arabic the term of *imamah*, *amir*, *al-mu'minin* (leader of the Muslims) or caliph after the Apostle died especially for the four *khulafaurrasyidin*. Amir is plural from *umara* 'meaningful leader / ruler in accordance with the verses of the Qur'an. Even in the Qur'an it is also asserted that every human is responsible for prospering the earth. On the other hand, the leadership in Islam is interpreted as the ability to execute the command and leave ALLAH prohibition, even together or individual [12].

Some definitions already put by the experts and the researchers of leadership. like Husaini Usman mention. More than 3000 studies and definitions of leadership created by humans [13]. Accordance with Bass and Stogdill leadership is an activity in guiding a group such a way which achieved the goal. [14].

Leadership is a person's ability and skills in influencing behavior achievement (goal). Hoy and Miskel said that leadership is the interpersonal influence undertaken for giving situation, which is directed through a process of communication toward one or more specific goals [15].

The Leadership explained deals with the member participation or adherents adapting achieving individual or organizational goals and actively for coordinating the tasks necessary achieving success [16]. According to Abdul Azis Wahab, leadership consist elements like: a) Leaders or influence elements; b) The interaction or activity / business elements and processes of influence; c) The objective element to be achieved in the process of influencing; d) The behavioral / activity element performed as a result of influence [17].

Leadership is also defined a process of one's activities to move others, to do something by leading, guiding, influencing others, to do something to the desired result [18]. According to Jonson, Jeffry and Michael, leadership as the use of power and influence to the direction of followers against goal achievement [19]. Leaders in efforts to direct and influence employee interpretation, employee work activities, their commitment to key goals, relationships between employees, and their access to collaborate and support the work units.

From the above understanding can be concluded that the purpose of influencing a team is providing guidance, order and cooperation. The indicator like,

1. The ability to influence members

2. Providing guidance, command and coordinate
3. Making an effective contribution
4. Building a good cooperation
5. Designing and organizing activities
6. Realizing a predetermined goal

## **2.2. Entrepreneurship**

Entrepreneurship included a new term in Indonesia. Historically, the concept of entrepreneurship is the first pioneered in 18th century in France by Richard Cantillon. In the same year, there was an industrial revolution in UK involving many entrepreneurs. Furthermore, the idea of entrepreneurship is discussed by Joseph Schumpeter, a German economist in 1911 [20]. Essentially of entrepreneurship is a mental attitude, outlook, insight and mindset pattern of one action responsibility and customer-oriented [21].

From literature finding, the entrepreneurship definition like,

- 1) Pinchot, in Husaini Usman cited Agus Wibowo, that entrepreneurship is the ability to internalize the talent, engineering, and opportunities [22].
- 2) Thomas W. Zimmerer in Daryanto, entrepreneurship is the disciplined result, systematic process of applying creativity and innovation of needs and opportunities [23].
- 3) Peter F. Drucker in Cashmere, entrepreneurship is the ability to create something new and different [24].

Based on the definitions above it can be concluded that entrepreneurship is the ability to create something new thanks to the integration of the application of creative ideas, innovation, opportunities and ability to process the existing resources.

In short, Cynthia L. Greene defines entrepreneurship with people who own, operate, and take risks in a business [25]. From various opinions above can be concluded that entrepreneur is a person who have the innovation nature, creative, strong motivation and take risks in exploiting opportunities business.

## **III. METHODOLOGY**

The research approach is qualitative descriptive with social situation is Al-Baqiyatussholihat boarding school and Research Subject of boarding school leader. But for obtaining the with discussing other subjects such as the head of the relevant section, educational observers, curriculum, students and others using Snow ball sampling is a process of spreading sample like a snowball originally by the process. Related informant is related to sections, educational observers, curriculum, students, Alumni, and society in boarding school environment.

The Techniques of collecting data in this qualitative research include observations supported by interviews and documentation collected in the field. Even the Data Analysis Techniques In this study, the analysis used is based on interactive analysis of the model data analysis or flow (Flow model analysis) as suggested by Miles and Huberman. The analysis consists of four activities, namely: data collection, data reduction, data display, and verification / drawing conclusions. And researchers do check the validity of data.

## **IV. RESULTS AND DISCUSSION**

### **4.1 Leadership of kiyai in Tanjung Jabung Barat Boarding school.**

Educational leadership is needed to support the achievement of educational goals. A leader must be able to move all the exit elements in the environment where the education took place. Leadership is a collection of a set abilities and personality traits, including authority, to serve as a means in order to convince their dreams to be willing and able to carry out the duties imposed upon, eagerly, happily, and unenforceably [26 ]

Al-Baqiyatussholihat boarding school of Ustadz Abdul Hamid Kurnain, He said that a leader must have an authoritative and able personality able to carry out their duties with sincerity and pleasure without any coercion [27].

Leadership can be interpreted as what leaders do, a process whereby leaders use their influence to clarify agency goals for employees, subordinates or leads, motivate them to achieve those goals, and help create a productive culture within the institution, in this case educational institutions [ 28].

According to Munawar Fuad Noeh mention kyai characteristics such as:

- a. Diligent worship, the obligatory and *sunnah*.
- b. *Zuhud*, breaking away from material sizes and interests.
- c. Having knowledge of the afterlife, the science of religion in a sufficient degree.
- d. Understand the public good, sensitive to the public interest.
- e. And devote all knowledge to Allah SWT, right intention in knowledge and charity [29].

This is similar to that conveyed by Ustadz Taufiq as a teacher in boarding school Al-Baqiyatussholihat. He said that a kiyai is at least he is devoted to worship, whether it be mandatory worship or worship of *sunnah*, kiyai also at least have enough religious knowledge and willing to share knowledge with sincerity for Allah SWT [30].

Similarly, what is conveyed by one of the teachers that Ustadz Hasan said that kiyai leadership is very influential in the progress of educational institutions in the leadership. In this cottage leadership kiyai it can be an example and example for the environment, because shown wisdom. Many parents who want to enter their children to the boarding school in the leading. The pupils who came not only from the same districts but also from the districts and cities even from other provinces [31].

The existence of a kyai as leader of boarding school, in terms of duties and functions can be viewed as a unique leadership phenomenon. The legitimacy of a kyai's leadership is directly derived from a society that judges not only on the religious knowledge of a kyai but is also judged by authority derived from science, supernatural, personal traits and often offspring [32].

Kyai leadership is a charismatic leadership who has full authority to manage the pesantren he founded. Kiyai acts as a planner, implementer and evaluator of all activities undertaken in boarding school. In such a system, the kiyai hold the absolute leadership in everything. With this model, the kyai plays as a respected, respected, and obedient person and is believed to be the truth of all the advice given to the pupils. This is seen because the kyai have deep knowledge and dedicate his life to Allah and disseminate and deepen the teachings and views of Islam through educational activities [33]. Kiyai is a core factor of boarding school. He is a central figure because the whole boarding school is centered on him. He is also the main source of what is related to the matter of leadership, science and mission of the boarding school. So the boarding school policy to accept and reject such formal schools is very dependent on the policy of the kyai boarding school. Therefore, if the kyai is referred to as "the king of the small kingdom (boarding school)" is realistic, in accordance with the reality in the life of boarding school where the kyai has political will and political power.

#### **4.2 Entrepreneurship in Tanjung Jabung Barat boarding school distric.**

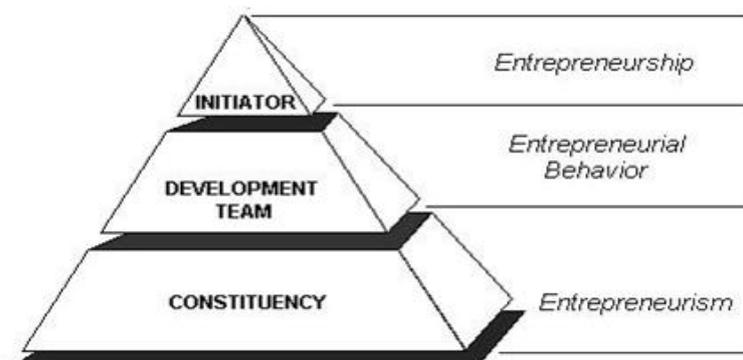
The changing of education and information technology, making education managers have tasks and responsibilities that are not easy in facing the problems and challenges of education today. Boarding school is part of the change and always have to follow the changing times. So that boarding schools not only have to be sensitive to change and make changes, but educational managers can also anticipate developments that occur quickly with appropriate steps. Therefore, boarding schools need all the people who are able to lead and manage the boarding school become better and better quality.

One of the competence that demands the leader of educational institution is able to innovate and entrepreneurship is entrepreneurial competence, in Permendiknas Number 13 2007 consists of five tasks of entrepreneurship competence, that is creating a useful innovation for the development of educational institutions, Work hard for the success of educational institutions as learning organizations which is effective, has a strong motivation to succeed in carrying out the main tasks and functions as a leader of educational institutions, never give up and always find the best solution in facing obstacles faced by educational institutions, and have entrepreneurial instincts in managing production or service activities as learning resources of learners .

Based on the results of observations by researchers in the field that the boarding school has not had the form of entrepreneurship developed boarding school, to help the boarding school finance still expect from community donations when there is event organized by the foundation once a year [34].

The leadership of Kiyai in boarding school should be able to create entrepreneurship as one of the supports to make independent, but when researcher met board leader revealed that boarding school entrepreneurship should be owned by our boarding school, to help boarding school [ 35].

Further of Marilyn L. Kourilsky explained that the implementation of entrepreneurship in this educational institution can be seen with an entrepreneurial pyramid. This pyramid by Marilyn L. Kourilsky is divided into three layers, the first layer is the initiator, the second layer is the development team, and the third layer is constituency [36].



In the entrepreneurial pyramid, the initiator (the initiator) occupies the top of the pyramid. The initiator is the person who has the ability to identify opportunities and skills and the spirit to lead in the pursuit of opportunities between risks. This initiator is characterized by (noun) entrepreneurship. In the second level is occupied by the development team.

The development team usually has a very strong affinity for the initiator and the commitment to the integrity of the initiator's business vision. Approaches and practices of the development team are characterized by entrepreneurial (adjectives), focusing on growth opportunities rather than on issues. The next level of the pyramid is the constituent. Constituents value the quality and achievements of initiators and development teams, and support strategic policies for entrepreneurship and entrepreneurial behavior [36].

In the first phase based on the pyramid, an initiator or initiator in this case is the leader of the boarding school, to be able to come up with something new that is useful in entrepreneurship must have good innovation competence. As for the obstacles of the boarding school leadership legitimate in cultivating school entrepreneurship as expressed by the leadership of boarding school is the lack of capital to develop business to develop the boarding school, and to meet the needs of boarding school only rely on donations or donors from the community [37].

#### **4.3 The leadership of kyai in developing entrepreneurship in Tanjung Jabung Barat district boarding school**

The figure of Kiyai is a lot of role models not only within the boarding school environment, but also the general public around the cottage. The courteous and authoritative leadership of kiyai is what makes able to survive in the development of Islam in the era of globalization at this time.

Recalling the role of a leader in education including leadership of Kiyai in boarding school, a kiyai should be able to manage or manage any activities in the boarding school environment, with a sincere and confident heart with Allah SWT, then will continue growing and developing. Qur'an explained that Allah is the most regulating one that reads as follows:

إِنَّ رَبَّكُمُ اللَّهُ الَّذِي خَلَقَ السَّمَوَاتِ وَالْأَرْضَ فِي سِتَّةِ أَيَّامٍ ثُمَّ اسْتَوَىٰ عَلَى الْعَرْشِ يُدَبِّرُ الْأَمْرَ مَا مِنْ شَيْعٍ إِلَّا مِنْ بَعْدِ إِذْنِهِ ذَلِكُمْ اللَّهُ رَبُّكُمْ فَاعْبُدُوهُ أَفَلَا تَتَذَكَّرُونَ ۝ ٣

It means:

*Your Lord is Allah Who created the heavens and the earth in six days, then He dwells in'Arasy to organize all matters. No one will give intercession except after His permission. That is Allah, your Lord, so worship Him. Then do you not take a lesson (Q.S. Yunus: 3)*

Looking at above verse, then remember Allah, then the leadership of Kiyai must be able to move subordinates to achieve goals. Seeing the ability of a leader in boarding school among them is to have entrepreneurial competence, because educational institutions process of education independently without depending on the government. With the entrepreneurial competence is able to move all the existing elements in the boarding school environment and surrounding areas in order to grow and develop entrepreneurship as a support to achieve the national goals of education.

Especially nowadays, so many people who become unemployed and not only dominated by people who a low education man but also apparently dominated by people who never went to higher education. So it is necessary early on in planting entrepreneurial spirit, especially in the world of boarding school. As with entrepreneurship, the definition of entrepreneurship is also diverse, depending on the angle to which a person defines entrepreneurship among them: [38]

- 1) The view of economists defines entrepreneurship as a person who combines and organizes factors of production for the purpose of producing goods and services, thereby increasing the value higher than before.
- 2) The view of management experts defines entrepreneurship as a person who has a combination of internal elements that include motivation, vision, communication, optimism, encouragement, passion and ability to take advantage of business opportunities

## **V. CONCLUSION**

The leadership of Kiyai in the boarding school of Tanjung Jabung Barat district is not much different from other boarding school. It's just visible coordination between the leadership and subordinates are very little visible, but on the other side boarding schools remain advanced and growing. The leadership of the kiyai is very influential not only in the cottage but in the outer neighborhood too, as the community is more following the advisers advised by the kiyai and ulama and they follow these counsels.

Entrepreneurship in Tanjung Jabung Barat district boarding school has arisen like annual acts, teachers and pupils work together to make hand worth selling and marketed when haul, on the other hand the lack of entrepreneurship such as catering, because this matter in world very influential, there are many students who cook themselves and there are catering with teachers only but not managed by the boarding school foundation.

The Leadership of kiyai in cultivate entrepreneurship in Tanjung Jabung West district boarding school that already exists, it's just that in its management still need to be in for longer to achieve the expected goals, need a good coordination and leadership able to move entrepreneurship in the cottage

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