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Strategy For Developing The Santripreneur Ecosystem In East Java To Face The 5.0 Era

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Abstract

This study aims to provide a comprehensive overview of the key factors determining the success of santripreneurs in achieving sustainable competitiveness and prosperity. Success is measured by the santripreneur's ability to create competitive advantages that ensure business continuity. The study employs a descriptive quantitative approach with validity and reliability tests using SPSS 25.0, followed by hypothesis testing with SmartPLS 2.0. Data were collected through questionnaires distributed to 100 respondents from five Islamic boarding schools (pondok pesantren) in East Java, Indonesia, where students have been trained in entrepreneurship. The findings reveal that education, experience, strategy, innovation, and successful entrepreneurship are the main factors influencing the entrepreneurial success of santripreneurs. These results contribute to understanding how small, medium, and large enterprises can leverage these factors to achieve business success. Based on the analysis of the determination coefficient, the R Square value for the simultaneous effect on entrepreneurship is 0.808, with an adjusted R Square of 0.804, indicating a significant probability. And the results of the t-statistical test were >1.96 with a significance level of p-value of 0.05 (5%) and a positive beta coefficient. These insights can be applied by novice entrepreneurs as they establish and grow their businesses.

Keywords: education, experience, strategy, innovation, successful entrepreneurship.

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INTRODUCTION

Economic development needs qualified human resource support. Building the entrepreneurship interest is significant for the development considering there is a contradiction between demand and offer of workforce. The workforce offer is very high, while the demand is relatively low. Meanwhile, the number of work providers in Indonesia is low. Through entrepreneurship, it is necessary to create new units to accommodate the excessive workforce. To avoid imbalanced development between urban and rural areas, it should be a paradigm shift in rural development that combines communication, information technology, and local wisdom to support one another.

Technology of information and communication will open the access to knowledge and partnership with other areas or countries, while local wisdom is one of the special characteristics of the village, or it can be said that it is one of the natural characteristics of a village. The digital economy refers to a digital technology-based economy. It enables trade in goods and services through electronic commerce on the internet. The digital economy is based on these infrastructures: hardware, software, telecommunications, networks, etc. The more people do their businesses in the digital economy, the more it will grow the national economy (Sianturi, Posmaria 2017). The presence and role of entrepreneurship will influence the economic progress and improvement of the economic condition in Indonesia because entrepreneurs will be able to open employment, increase living quality, increase income equality, use and stabilize resources to increase national productivity, and increase people's welfare (Mutiarasari, Aisyah 2018).

The digital gap still exists in the era of Industrial Revolution 4.0, whereas in this era there is an explosion of information. In fact, the digital gap cannot be avoided because the effects are very visible and significant. The digital gap is a gap or unequal access to and use of ICT (information and communication technology) that can be found in differences in age, gender, geographic region, place of work, and others (Fadilla, Nurul , 2020). The entry into the era of globalization is marked by the opening of access to information and technology transfer from developed countries to developing countries such as Indonesia. Globalization does not always have a good impact on Indonesia because Indonesia's vast territory consists of a group of islands, which causes unequal distribution in terms of access to information and development. Access to information technology in Indonesia still has gaps, and internet users are still dominated by the islands of central government, such as Java and Bali. It creates a digital gap between Java Island and other islands in the east of Indonesia. Furthermore, the gaps also occur not only

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between islands but also between capitals and suburban areas, which hardly raises development equality in Indonesia.

The Ministry of Industry commits to running a sample project of Santripreneurship Program, including to produce the national industrial independence based on sharia economics. Santripreneurship is a program to develop small-medium industries (SMI) in Pondok Pesantren. Registered in Pondok Pesantren's Database (PDPP) of the Ministry of Religion of the Republic of Indonesia, the numbers of Indonesian' pesantren registered in 2020 were 27,722 units, with a total of 4,173,494 active santri (students) spread across various regions in Indonesia. This has potential for the growth of new entrepreneurs and IKM sector in our country. In 2017, the Santripreneurship Program which was launched in 2013, developed 84 pondok pesantren in various regions of Indonesia, involving 10,149 santri. It is logical because Indonesia is the biggest Muslim country, with 229 million Muslims, or 13% of the world's total Muslim population.

REVIEW OF THE LITERATURE

Nassif et al. (2010), quoted by Bygrave (2004), explained the entrepreneurship process as stages and events that follow each other. The stages are (i) the idea or conception of business, (ii) the event that triggers the operations, (iii) implementation, and (iv) growth. Those process and influence factors can be conceived with a diagram of the Entrepreneurship Process Model (Bygrave, 2004). Moreover, by considering the diagram illustration above, Nassif et al. (2010), quoted by Bygrave (2004), explained that "in most human behavior, the entrepreneurial traits are formed by personal attributes and environment. The personal dimension factors, which are inherently within a person, are the main factors driving a person's success in running a business. The environmental factor is basically the catalyst for an entrepreneur's success". In addition, Nassif et al. (2010), quoted by Bygrave (2004), stated that an entrepreneur has a higher locus of control than a non-entrepreneur, meaning that he has a higher interest in deciding his fate. The explanation of an entrepreneur's characteristics by Bygrave is illustrated in 10 Ds. In brief, 10 Ds concept can be illustrated as follows: (i) Dream: having a vision of the future and being able to make it happen; (ii) Decisiveness: not working slowly, making decisions based on precise calculations, (iii) Doers: making decisions and carrying them out, (iv) Determination : carrying out activities with full attention (v) Dedication: having high dedication in making efforts, (vi) Devotion: loving the job you have, (vii) Details: paying attention to critical factors in detail, (viii) Destiny : taking responsibility for fate and

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the goals to be achieved, (ix) Dollars: considering motivation not just for money, (x) Distribute: distributing ownership to people you trust.

The study of Nassif et al. (2004) in Brazil showed affective aspect dominace, such as perseverance, courage, personal motivation, acceptance level to risks, and optimism, in the early stages of building a business, particularly on the business concept. It was stated that dominance would happen in the early stages of building the business and gradually grow to the cognitive aspect. Moreover, it was stated that environmental factors such as culture, social, political, and economic factors exert influence over time on the affective and cognitive aspects. In the literature review on this research topic, the researcher synthesized the equality and diversity of variables from the previous researchers to be adopted in line with the purpose of this study, namely to analyze factors that influence the successful entrepreneurship of satripreneurs in East Java. Table 1 illustrates the relationship between variables, namely education, experience, strategy, innovation and the successful entrepreneurship of the previous studies, as the mediation variable.

The definition of successful entrepreneurship in the Wisdom Entrepreneur, Susilo (2006) states that an entrepreneurs is a person who has thousands of creative ideas, is innovative, and is hardworking. Meanwhile, according to Daeng (2019), a successful entrepreneur does not only have creation and innovation but also good management taste. To have good management, he has to understand what management is because management consists of risks that must be understood so that the business or products he sells are able to compete in the free market.

Table 1. The Previous Studies

Independent Variable	Dependent Variables	Reference Source
Education	Successful Entrepreneurship	(Chienwattanasook & Jermsittiparsert, 2019), (Papagiannis, 2018), (Sriyakul & Jermsittiparsert, 2019), (Biberhofer et al., 2019)
Experience	Successful Entrepreneurship	(Poblete et al., 2019), (Kacperczyk & Younkin, 2017),

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		(Mambu et al., 2019), (Pidduck et al., 2020)
Strategy	Successful Entrepreneurship	(Saha & Sáha, 2017), (Rofiaty, 2019), (Kreiser et al., 2019)
Innovation	Successful Entrepreneurship	(Harpa, 2017), (Amorós et al., 2019), (Lüdeke- Freund, 2020)

Successful Entrepreneurs

Entrepreneurship needs to be taught to the younger generation. It is the basic knowledge that is important for the community. The importance of entrepreneurship has even led to its being taught in primary, secondary, and tertiary schools. It is significant for opening a business opportunity. With entrepreneurship, someone will be more independent in the economy. The definition of entrepreneurship gives an illustration of how to build self-employment. It should be understood, particularly for those who have dreams of becoming successful entrepreneurs. Many experts gave definitions of entrepreneurship. With those definitions, an entrepreneur will be closer to this profession. Here are the general definitions of entrepreneurship and the definitions of experts. Being creative and innovative is the key to success in doing business. It can be dynamic or always changing. Changing in a business may be the effect of changing times, financial conditions, competition, or market changes.

An entrepreneur should adapt to make his business run well across the changes. Thinking creatively and innovatively is the way. Adapting from *Harvard Business School Online*, being creative and innovative is a strategic thinking skill to find innovative opportunities that can place your business to succeed. A creative and innovative business that is in keeping with the times will stand out in the eyes of consumers. So that the customers have an interest in the company rather in to its competitors. The key to entrepreneurial success is held firmly by many popular figures in the world. From their failures, we learn and evaluate our business to be better in the future. We should make the failures motivation to succeed in running our business and make it better for our surroundings.

The definition of successful entrepreneurship in the book *Wisdom Entrepreneur* by Susilo (2006) describes an entrepreneur as someone with boundless creativity, innovation, and strong performance. Meanwhile, according to Daeng (2019), a successful entrepreneur not only possesses creativity and innovation but also needs strong

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management skills. To manage a business effectively, one must understand the principles of management, which includes recognizing various risks involved. This understanding is essential for ensuring that the business or product can compete effectively in the open market.

Santripreneur

The Ministry of Industry commits to running the Santripreneur Program with the purpose of encouraging the growth and development of new industrial entrepreneurship in *Pondok Pesantren*'s environment. Many activities in the Santripreneur Program's implementation stimulate the technical competence of *Santri* and facilitate assistance with production machines and equipment.

The Santripreneur Program that was launced in 2013 has built 84 *Pondok Pesantren* in various regions of Indonesia, involving 10,149 *Santri*. The numbers of *Santri* in Indonesia are relatively large, namely about 4.3 million students, who are the potential assets for building the national independence, particularly businesses.

This study took a sample from those *Pondok Pesantren* that are trained in entrepreneurship activities, and the researcher spread out questionnaires to five *Pondok Pesantren* around East Java, namely:

1. *Pondok Pesantren Sidogiri, Pasuruan*. It is a famous *pondok* that develops business units and expands to various fields, such as Umrah-Hajj travel agency and retail network business.
2. *Al-Yasini Integrated Pondok Pesantren, Pasuruan*. It suddenly attracted attention. On August 17th, 2018, it launced an online transportation business called *Nujek*. This digital business is managed by some alumni of *Santri* in Areng-areng Hamlet, Ngabar Village, Kraton Subdistrict, Pasuruan Regency.
3. *Pondok Pesantren Tebuireng, Jombang*. The alumni of *Tebuireng* built the Sharia Financing Savings and Loan Cooperative (KSPPS) of *Baitul Ma wat Tamwil* (BMT). Its name is *KSPPS BMT Fordisaf Tebuireng Indonesia* (BMT Forti). BMT is dedicated to empowering the people's economy.
4. *Pondok Pesantren Tambak Beras, Jombang*. It participates in supporting the program of One Pesantren One Product (OPOP) in East Java to aggressively produce students with entrepreneurial mentality or santripreneurs. The innovative products exhibited openly range from food products to machines and works of art.

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5. *Pondok Pesantren Al Bisri, Jombang*. It continually improves its alumni network to obtain updated information about alumni's activities easily.

Framework

The research hypothesis was carried out based on the relationship of all variables in one research hypothesis model, described in the following model:

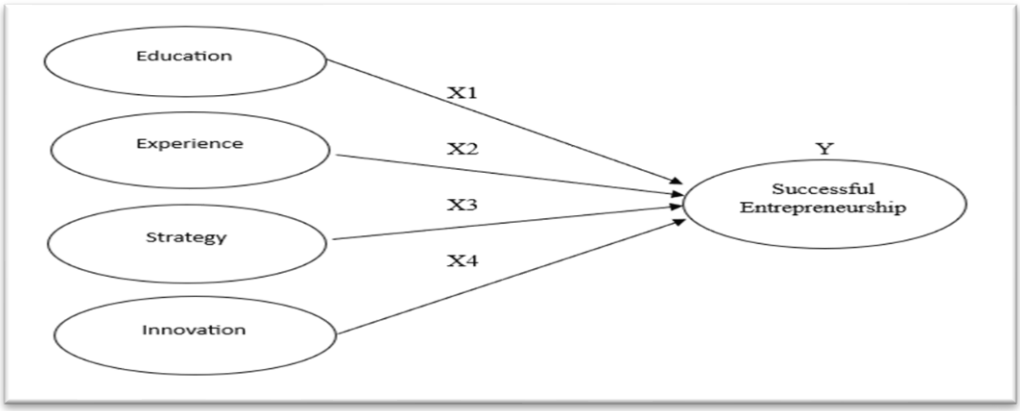


Figure 2. Framework

Research Hypothesis

The research hypothesis is based on the previous research literature. The researcher will test the work hypothesis as follows:

- Hypothesis 1 : There is an influence of education on successful entrepreneurship
- Hypothesis 2 : There is an influence of experience on successful entrepreneurship
- Hypothesis 3 : There is an influence of strategy on successful entrepreneurship
- Hypothesis 4 : There is an influence of innovation on successful entrepreneurship

METHODOLOGY

This study used the descriptive quantitative analysis method with validity and realibility tests using SPSS 25.0 and a hypothesis model test using Smart PLS 2.0 M. Partial Least Squares is a predictive technique to handle many independent variables, even if there are multi-collinearity among the variables (Ramzan and Khan, 2010). This study involves four components, namely one dependent variable and four independent variables. The dependent variable is the successful entrepreneurship (Y), while the

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independent variables are Education (X1), Experience (X2), Strategy (X3), and Innovation (X4). To collect data, the study used the survey method of distributing questionnaires sent by Whatsapp (WA) to respondents.

RESULTS

Analysis Data

Data collecting used a questionnaires form of Microsoft Office 365 spread by social media of *Whatsapp* (WA). The total is 189 respondents who fulfilled the online questionnaires in which 211 respondents met the criteria of having online product selling experience. The data was processed using SPSS 25.0 software to test its validity and reliability (Su, 2010), then it was tested with a construct model with *Partial Least Square* (PLS) according to Wold, 1960. PLS is a powerful analysis method that is not based on many assumptions or requirements, such as normality and multi-collinearity tests. The method has its superiority, namely that the data is unnecessarily distributed in normal multi-variations. Even indicators with categorical, ordinal, interval, to ratio data scales can be used. The most important thing is that the data can handle many independent variables, including multi-collinearity among the independent variables.

Respondents Characteristics

The respondent characteristics are processed with SPSS, and the result is illustrated in the table below:

Table 2. The Respondents of the Study

Profile	Description	Total	%
Gender	Male	124	57%
	Female	93	43%
Age	<20 years	24	11%
	20 - 24 years	31	14%
	25 - 29 years	40	18%
	30 - 34 years	36	17%
	35 - 39 years	29	13%
	40 - 44 years	30	14%
	45 - 49 years	13	6%

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	50 and > 50 years	14	65
Occupation Status	Not yet employed	29	13%
	Unemployed	6	3%
	Worked	137	63%
	Entrepreneur	42	19%
	Pensioner	3	1%
Education	<Senior High School	3	1%
	Senior High School	43	20%
	Associate's degree	13	6%
	Bachelor	120	55%
	Master	38	18%
Average Income	<Rp 5.000.000	76	35%
	Rp 5.000.000 – Rp 10.000.000	83	38%
	Rp 10.000.000 – Rp 15.000.000	18	8%
	Rp 15.000.000 – Rp 20.000.000	10	5%
	Rp 20.000.000 – Rp 25.000.000	9	4%
	>Rp 25.000.000	21	10%

The Evaluation of Measurement Model (*Outer Model*)

In using smartPLS, the model is evaluated by validity and reliability tests. There are two types of validity tests, namely convergent and discriminant tests.

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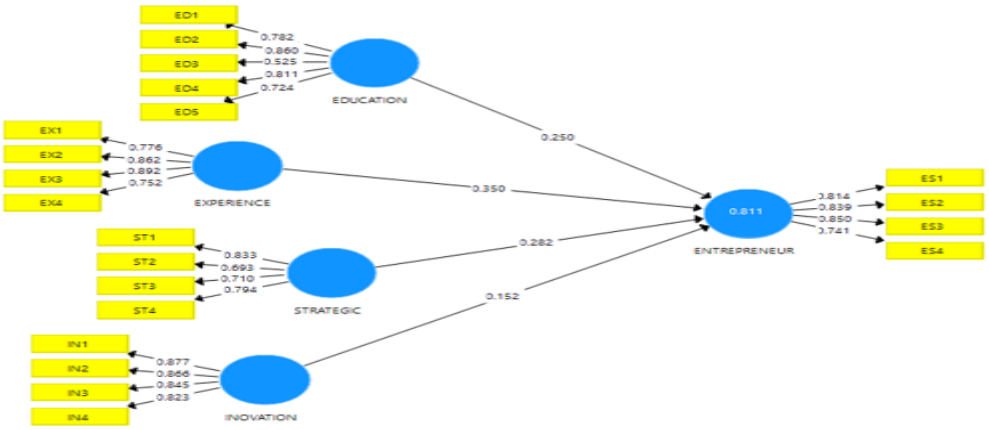


Illustration 1. Display of *Algorithm* PLS

Convergent Validated Test

The parameter of the convergent validated test is based on the output of smartPLS's *output algorithm* in the form of *outer loading*. The results are presented in the table below:

Table 3. hasil *Outer Loading*

	EDUCATION_	ENTREPRENEUR_	EXPERIENCE_	INOVATION_	STRATEGIC_
ED1	0,779				
ED2	0,863				
ED4	0,818				
ED5	0,751				
ES1		0,815			
ES2		0,837			
ES3		0,851			
ES4		0,742			
EX1			0,776		
EX2			0,862		
EX3			0,892		
EX4			0,752		
IN1				0,877	
IN2				0,867	
IN3				0,845	

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IN4				0,823	
ST1					0,877
ST3					0,744
ST4					0,814

Based on the table above, the illustration shows that the outer loading value for each indicator is more than 0.7, so it can be concluded that the variables and indicators used are valid.

Discriminant Validated Test

The discriminant validity test parameters can be found in the *algorithm output* in the form of cross loading and latent variable correlation presented in Table 5 Latent Variable Correlations and Table 6 Latent Variable Covariants, and the result of *cross loading* is presented in the table below:

Table 4. Latent Variable Correlations

	EDUCATION_	ENTREPRENEUR_	EXPERIENCE_	INOVATION_	STRATEGIC_
EDUCATION_	1,000	0,792	0,620	0,626	0,735
ENTREPRENEUR_	0,792	1,000	0,771	0,753	0,772
EXPERIENCE_	0,620	0,771	1,000	0,609	0,578
INOVATION_	0,626	0,753	0,609	1,000	0,812
STRATEGIC_	0,735	0,772	0,578	0,812	1,000

Table 5. Latent Variable Covariance

	EDUCATION_	ENTREPRENEUR_	EXPERIENCE_	INOVATION_	STRATEGIC_
EDUCATION_	1,000	0,792	0,620	0,626	0,735
ENTREPRENEUR_	0,792	1,000	0,771	0,753	0,772
EXPERIENCE_	0,620	0,771	1,000	0,609	0,578
INOVATION_	0,626	0,753	0,609	1,000	0,812
STRATEGIC_	0,735	0,772	0,578	0,812	1,000

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On those tables, all variables have higher correlations than latent variables. Therefore, it can be concluded that the variables and indicators used in the study meet the criteria for discriminant validity.

The Results of Reliability and Validity Tests

An indicator is reliable if the *cronbach alpha value* is more than 0.6 and *composite reliability value* is more than 0.7. The results of *cronbach alpha, composite reliabiltiy,* and *validity* are shown in the table below:

Table 6. The Results of Reliability and Validity Tests

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EDUCATION_	0,820	0,847	0,879	0,646
ENTREPRENEUR_	0,828	0,834	0,886	0,660
EXPERIENCE_	0,839	0,851	0,893	0,677
INOVATION_	0,876	0,880	0,915	0,728
STRATEGIC_	0,745	0,764	0,854	0,662

Structured Model Evaluation (*Inner Model*)

The determination coefficient (R Square) is a method to assess how well the endogent construct can be explained by the exogent constuct. The value of determination coefficient (R Square) is expected to be between 0 and 1. The R square value is displayed in the table:

Table 8. R Square Value

	R Square	R Square Adjusted
ENTREPRENEUR_	0,808	0,804

The determination coefficient (R square) is a method to assess how well the endogent construct can be explained by the exogent construct. The value of the determination coefficient (R square) is expected to be between 0 and 1. Based on the result of the determination coefficient analysis above, it can be concluded that R square value influences simultaneously X_1 and X_2 to Y, with R square values of 0.75, 0.50, and 0.25 showing that the model is strong, moderate, and weak (Sarstedt et al.., 2017). Based

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on the result of the determination coefficient analysis above, it can be concluded that the R square value influences simultaneously the R square entrepreneur of 0.808 and R square adjusted entrepreneur of 0.804,which means significance or probability.

Hypotheses Test

The results of the hypotheses test were obtained by running the *Bootstrapping* program. The hypotheses are accepted if they have *t*-statistic value greater than 1.64. The table below is the result of *path coefficient*.

Table 9. Results of *Path Coefficient*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
EDUCATION_ -> ENTREPRENEUR_	0,326	0,326	0,053	6,138	**0,000**
EXPERIENCE_ -> ENTREPRENEUR_	0,351	0,348	0,055	6,364	**0,000**
INOVATION_ -> ENTREPRENEUR_	0,198	0,210	0,081	2,434	**0,015**
STRATEGIC_ -> ENTREPRENEUR_	0,168	0,161	0,067	2,502	**0,013**

Hypotheses testing is carried out based on the results of *Inner model* testing (structural model), including *r-square output*, parameter coefficients, and *t*-statistics. To see whether the hypotheses can be accepted or rejected, it should consider the significant values among constructs, t-statistics, and p-values. The hypotheses testing for this study was p erformed with the assistance of SmartPLS (*Partial Least Square*) 2.0 software. Those values can be seen from the results of *bootstrapping.* The r*ules of thumb* used in this study are t-statistics >1.96 with a significance level of p-value of 0.05 (5%) and a positive beta coefficient. The hypotheses testing value of the research can be shown in the illustration below:

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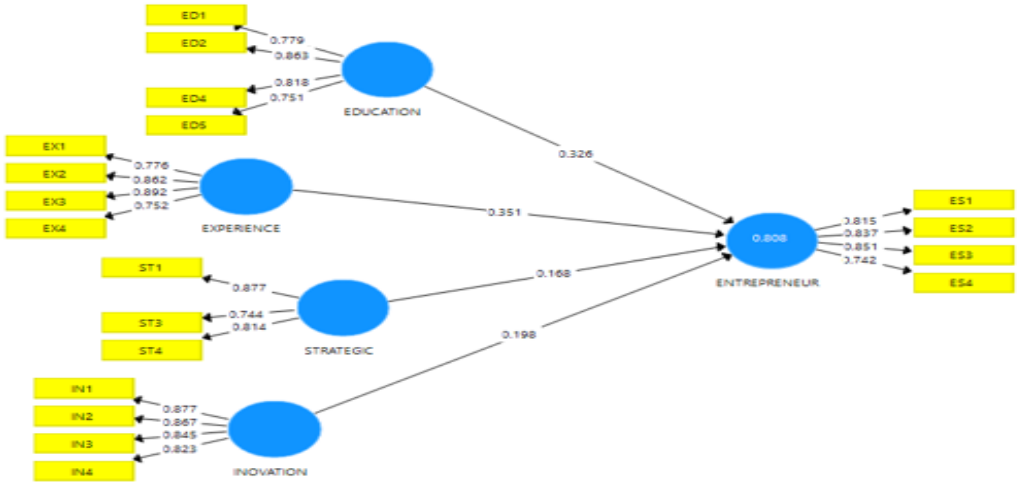


Figure 3. Inner model

CONCLUSIONS AND SUGGESTIONS

The result of the hypotheses test concludes that education, experience, strategy, and innovation have an effect on the successful entrepreneurship. It is expected that the future study will observe further, particularly in increasing the numbers of respondents and the distribution of questionnaires to larger areas, such as the entire of East Java in each cities with santripreneurs target. Then other determining factors related to economic growth can also be added as variables. Hopefully this research will provide benefits and information for the writers in particular and for people who are starting to start entrepreneurship in general.

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