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**THE IMPLEMENTATION OF THE SCHOOL PRINCIPAL'S
ENTREPRENEURSHIP COMPETENCE IN THE MANAGEMENT OF
EDUCATIONAL HOTEL (EDOTEL) IN SMKN 3 MALANG, INDONESIA**

*Sitti Roskina Mas**

Abstract: School principal is a professional functionary in a school organization. The professionalism of the principal can be achieved if it has met certain requirements and criteria as it is defined in the Decree Number 162 of 2003, Article 9 paragraph (2) of National Education Minister of Indonesia about the Handbook of Teacher Assignment as the School principal, and the Regulation Number 13 of 2007 of the National Education Minister of Indonesia about the standards of school principal which consist of the school principal's qualifications and competences. The purposes of the research are to describe (1) the creativity and innovation of the school principal in managing edotel, (2) the principal's efforts to work hard and find a solution in Edotel management, and (3) the principal's efforts to motivate the management team of Edotel in SMKN 3 Malang. This research used a qualitative approach with observational case study design because this research is directed to reveal the sections of the activities, events or occurrences in the management of Edotel in SMKN 3 Malang.

The result show (1) physics of Edotel which is more interesting to be remembered by the public easier, integrating Edotel with the supporting facilities in an area of Edotel, changing the management system of Edotel from the decentralized into the centralized one (one gate system), streamlining the personnels of Edotel to minimize the costs, innovating the services to improve the quality of services according to the standard of four-star hotel while providing education-image services, and producing hexagonal water used by the school community, guests of Edotel, and sold to the public. (2) the hard work of the school principal in managing the Edotel of SMKN 3 Malang was conducted by completing the tools of Edotel in corporate with the local government and the school committee in order to operationalize the Edotel as the source of the students' learning as well as of the school income, promoting Edotel either through printed and electronic media and by word-of-mouth marketing.

Keywords: Principals Entrepreneurship Competence, Educational Hotel, SMKN 3 Malang

1. INTRODUCTION

School principal is a professional functionary in a school organization. The professionalism of the principal can be achieved if it has met certain requirements and criteria as it is defined in the Decree Number 162 of 2003, Article 9 paragraph

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The result show (1) physics of Edotel which is more interesting to be remembered by the public easier, integrating Edotel with the supporting facilities in an area of Edotel, changing the management system of Edotel from the decentralized into the centralized one (one gate system), streamlining the personnels of Edotel to minimize the costs, innovating the services to improve the quality of services according to the standard of four-starred hotel while providing education-image services, and producing hexagonal water used by the school community, guests of Edotel, and sold to the public. (2) the hard work of the school principal in managing the Edotel of SMKN 3 Malang was conducted by completing the tools of Edotel in corporate with the local government and the school committee in order to operationalize the Edotel as the source of the students' learning as well as of the school income, promoting Edotel either through printed and electronic media and by word-of-mouth marketing.

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1. INTRODUCTION

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(2) of National Education Minister of Indonesia about the Handbook of Teacher Assignment as the School principal, and the Regulation Number 13 of 2007 of the National Education Minister of Indonesia about the standards of school principal which consist of the school principal's qualifications and competences.

An entrepreneurship spirited principal reflects a personality which gives some strength to the school to have a continuous achievement culture. The achievement culture of the principal is indicated by a good entrepreneurship plan and a continuous creative and innovative entrepreneurship program implementation. Therefore, a principal should have some management strategies of the entrepreneurship program management which can grow and develop the school to produce a highly competitive real work.

One of the production units organized by the vocational schools (SMK) especially in the competency skills of Hotel Accommodation is the educational hotel (Edotel). Edotel, formerly known as a training hotel is a program of physical facilities of the hotel building as a direct practice place of the SMK students by implementing vocational curriculum as much as possible without ignoring the service excellences. The goal is to increase the quality, relevance, and competitiveness of tourism SMK, especially in the field of hotel hospitality. In order to achieve the objectives, it requires adequate entrepreneurial competence of the principal. With an adequate entrepreneurial competence, the principals will be an example which can be seen directly by the school community (teachers, staffs, and students), thus it constitutes an invitation to the school community indirectly to develop entrepreneurial competences of the school principal in the management of school production units especially for Edotel management organized by SMK.

One of the most decisive factors in Edotel management is the ability of principal to develop the soul (instinct) of entrepreneurship. The entrepreneurship of the principal interpreted to develop education which is social and not for the business commercializing the school. Entrepreneurship in education is taken for its innovative characteristics, hard working, strong motivation, persistency, creativity, smart in finding the best solution, and entrepreneurial spirit.

The National Education Minister (2010) states that the entrepreneurship is not only possessed by the businessmen but also by all of the workers absolutely, especially for the school principals who are required to have adequate entrepreneurship competences. It is in accordance with Tilaar (2001) who states that entrepreneur attitude is not only in the economy and business fields but also in all of the aspects of life. Therefore, the school principals' ability in developing creativity and innovating in many aspects, intelligence in finding solutions, hard-working, persistency, and smartness in taking any chance to succeed their school which reflect their success in the good school management. Based on the

background above, the purposes of this study are to describe (1) the creativity and innovation of the school principal in managing edotel, (2) the principal's efforts to work hard and find a solution in Edotel management, and (3) the principal's efforts to motivate the management team of Edotel in SMK 3 Malang.

2. THEORETICAL BACKGROUND

Competence is defined as the ability of an individual's ability characteristics in the form of knowledge, skills, and attitudes needed for the execution of tasks / positions. As an inherent characteristic of the individual, competence appears on the way a person behaves in the workplace. Anonymous (2005) defines competence as a mastery of knowledge, skills, and attitudes. Knowledge is a collection of information stored in the brain and can be re-called if it is needed. Skill is the ability to apply the knowledge. Attitude is a set of qualities that make up a person's personality.

Spencer (1993) explains that competence can be derived from five different types of sources of competence, (1) motive; something that is consistently being the impulse, thought or wanted by someone which causes the action, (2) character; someone's nature which can affect his/her achievement in the workplace, (3) self-conception; including a picture of yourself, attitudes and values of someone believes in, (4) knowledge; reflects the information possessed by someone in the area of discipline which is specified, and (5) skill; ability to perform physical and mental activity.

Based on the above opinion, the competence can be defined as the ability of a person's in the workplace to obtain the results of the work, and the level of performance that is derived from the characteristics of individuals which are connected by any or a combination of five different types of sources of competence. In other words competence approach believes that the effective attitude of a person in the workplace or in a particular situation is a reflection of someone's competence.

As the leader, the school principle is also required to have some specific competences for his/her effective leadership. One of the competence dimensions of the school principal is entrepreneurship. Entrepreneurship, in this case, means educational purposes that are social and not for business which commercializes the school. Entrepreneurship in education is taken for its characteristics (natures) which are innovative, hard working, highly motivated, persistent, creative in finding the best solution, and have an entrepreneurial spirit. All of the characteristics are beneficial to the principal in developing school, achieving the success, performing basic tasks and functions, encountering the schools obstacles, and managing the activities of the school as the sources of student learning.

One of the production units organized by the vocational schools (SMK) especially in the competency skills of Hotel Accommodation is the educational

hotel (Edotel). Edotel, formerly known as a training hotel is a program of physical facilities of the hotel building as a direct practice place of the SMK students by implementing vocational curriculum as much as possible without ignoring the service excellences. Edotel is proposed by the Directorate of Vocational Education Development / Dikmenjur (now becomes the Directorate of Vocational Schools Development) to prepare a place for students' working practices to empower the vocational school as a development and training place in the field of hospitality and restaurant. In practice, the program involves various elements, i.e., the Directorate of Vocational Schools Development, Department of Education and Culture of Province / District / City, SMK, and school committee.

The purposes of the program of Edotel in SMK are, (1) the fulfillment of learning facility in SMK, (2) providing a means for vocational hospitality practices, which is managed based on the prevailing system and SOP in the hotel, (3) encouraging the realization of a hospitality business plan that is profitable in terms of business, and (4) providing education and training facilities for other SMK which will conduct industrial working practice in the field of hospitality abroad.

3. RESEARCH METHOD

This research used a qualitative approach with observational case study design because this research is directed to reveal the sections of the activities, events or occurrences in the management of Edotel in SMK Negeri 3 Malang. Data collection techniques used were (1) interviews, (2) observations, and (3) the document studies. The selection of informants conducted by purposive sampling because it is based on objectives (relevances) and the depth of information to be captured. Informants in this study consist are the school principal, vice principal, Edotel coordinator, consultants, employees, students, school committee and community. The collected data were analyzed descriptively with the flow as follow: (1) data reduction, (2) the presentation of power, (3) conclusion. Data validity is done with the following criteria; (1) credibility, (2) dependability and (3) confirmability.

4. RESULTS AND DISCUSSION

4.1. The Principal's Creativity and Innovation in Edotel Management of SMKN 3 Malang

Based on the principals' entrepreneurship dimensions above, the most important ones are creativity and innovation, since the axioma based the entrepreneurship process is the availability of challenge to think creatively and to act innovatively, thus it can resolved and revealed. It is in accordance with Overton (2002), who states that the essences of entrepreneurship are creativity and innovation. Creativity is the ability to create something new, which has never been existed before. Meanwhile, innovation is the creation of something different

from the previous ones. Suryana and Bayu (2011) states that the essence of entrepreneurship is to create added value in the market through a process of combining resources in new and different ways in order to compete.

From the results of the research in SMKN 3 Malang which had operated Edotel since May 2008 until the present, the school principles had some different efforts in Edotel management. This is due to the principal's creativity and innovation in developing Edotel as a source of student learning as well as of other income of the schools. The most notable innovations in leadership SMK 3 Malang the period 2009 to 2013 are (1) to improve the appearance of the school (building of production unit) such as restaurants, boutiques, salons. Edotel is located in front of the school which resembles a store building, which paint colors is striking that distinguish it with other school buildings, (2) to change management system of production units from decentralized into centralized (one gate system), (3) to streamline the personnels of Edotel to minimize the costs, (4) to innovate the services to improve the quality of services according to the standard of four-starred hotel while providing education-image services, and (4) to produce hexagonal water used by the school community, guests of Edotel, and sold to the public.

The school principal needs to innovate continuously to develop Edotel to achieve the formulated vision, mission, goals, and objectives. This is in line with the statement of the Directorate of PMPTK (2007) that creativity and innovation are very important to be possessed by the principal for the following reasons; (1) it encourages immeasurable working potential and personal satisfaction. With a creative breakthrough, the principal can optimize the capabilities to transform challenges into opportunities and to promote the school, (2) the importance of creativity and innovation is understood by teachers in their duties and responsibilities as educators and teachers who guide and bring the students to the direction of growth and development of optimal performance, (3) in addition to the meaning of creativity, innovative and entrepreneurial insight should also be studied according to its interests in life in society and the workplace. Because creativity is the base of innovative measures that have an important value in individual life, (4) associated with the function of creativity, innovation and entrepreneurial insight need to have a high commitment of the principal and teachers in developing the learning process more conducive and meaningful.

The principal needs to inspire the creativity of teachers and school community in the management of Edotel to empower potential and creativity possessed by the teachers and school community. Kilby (2003) and some experts introduce four ways to inspire creativity among others, (1) maintenance, (2) knowledge sharing, (3) courage growing, and (4) promoting the collaboration. Meanwhile, Levesque (2003) states that there are four key success factors that can increase the creativity of teachers and employees in a school organization, i.e., (1) the climate of mutual trust and common commitment to always learn and have a self-development, (2)

honest and open communication, (3) processes, creative problem-solving tools and techniques, and (4) a flexible school management process. Furthermore, Levesque states that to achieve superior performance creative talents knowledge workers, eight creative talents that can be applied in order to contribute to creativity in organizations are as follows; (1) adventurer, (2) navigator, (3) explorer, (4) visionaries, (5) pilot, (6) inventor, (7) tuner, and (8) poetic.

Anonymous (2005) explain eight ways that can be applied by the principal for innovation are as follows, (1) get out from the comfort zone, (2) do not think about the mainstream way, (3) moving faster than the other to prevent overtaking, (4) listen to the idea of the school stakeholders, (5) ask the school community and stakeholders about what is needed to be changed regularly, (6) push yourself and others to move quickly but safely, (7) hope to win, and have a good health and strength, and (8) have a sufficient recreation to get new ideas. Those eight are can be done singularly or in a combination.

4.2. The Effort of the School Principal to Find the Solution in Managing Edotel of SMKN 3 Malang

To generate the resources of the school (teachers and students) in creating, innovating, problem solving, critical thinking and having an entrepreneurial spirit, then, the principal should give an example of hard-working in order to be a role model for teachers and students to improve the productivity of Edotel.

From this study it was found that the principal has been working hard to maximize Edotel functions in accordance with its visions, missions, and goals set by Directorate of Technical and Vocational Education (2005) which is proved by the Edotel management efforts in the period of 2009 to 2013. The efforts are as follows; (1) to equip Edotel cooperation with the local government and school committee in order to be immediately operationalized both as a source of student learning and of income of the school in accordance with the prevailing system and SOP in the hotel, (2) to promote Edotel either through printed and electronic media and by word-of-mouth marketing so that more people know Edotel and also all production units which support it, thus it can increase the income as well as the school image, and (3) to cooperate with relevant parties to Edotel development in order to achieve the objectives of the Edotel in SMK 3 Malang.

Edotel, as one of the programs that have been established since 2003, is an effort of Directorate of Vocational Schools Development in realizing the second pillar, which is to improve the quality, relevance and competitiveness of SMK in the hospitality field. As one of the learning supports, there is a need of hard work of the principal to maximize the utilization of Edotel in order to achieve the objectives of Edotel by utilizing the existing facilities immediately even though they have limited equipment and number of available rooms which can be

operationalized as a source of student learning as well as of income (income Generating Units / IGU) of the school.

From the hard work above, the principal of SMK 3 Malang managed to maximize management Edotel so that it is well known by the public in Malang and outside of Malang city. This makes Edotel obtain some achievements, i.e., (1) SMK 3 Malang received awards and ISO 9001: 2000 certificate for the category of hospitality accommodation services, (2) won the first prize of pilot icon / public services of East Java in 2010, (3) Edotel of SMK 3 Malang awarded as the best five of all Edotel in Indonesia, (4) SMK 3 Malang won the first prize of creativity and innovation of the school principal in Indonesia, (5) won the championship on field of hospitality accommodation competition in the city, province, and national levels (6) had increased income in each year, and (7) had improved the image of the school so that Edotel of SMK 3 Malang used as a place for comparative study of other vocational schools and the government.

From the findings above, hard work is the base for achieving success of the principal in managing ¹edotel both as a source of effective student learning as well as of school income. It is in line with Suryana and Bayu (2011) that hard work is the base for success person, because every entrepreneur must work hard in pioneering his/her company. In the Minister Regulation No. 13 of 2007 of the Ministry of Educatio, hard work is the value (second dimension) of the principal entrepreneurial competence.

The Directorate of PMPTK (2010) states that there are five things to do by the principal to affect a person's hard work, they are; (1) grow the confidence that a person's success results from a hard work, (2) grow the confidence of "I have to work hard thus I can reach what I need", do not expect anything, if you do nothing, (3) grow the confidence of being a useful person, (4) specify the target to be achieved, (5) show the hard work as an example for the subordinates. These five ways can be done singularly or in combination in order to achieve mutually.

The willingness to work hard by the principal becomes an unwritten requirement in developing school production units to meet the demand of the customers who often require long working time as well as the willingness and ability to finish on time. This is done to maintain customer interest and the quality of production units, in particular Edotel services developed in school. However, Edotel is not separated from management problems in either associated with a lack of facilities or with the operational activities of Edotel.

With an entrepreneurial spirit, the principal can resolve various problems in Edotel by finding solutions to solve problems based on the real conditions of Edotel of SMK 3 of Malang. Based on the results of research in order to resolve the problems in the management of Edotel of SMK 3 Malang, the principal make some efforts to it, they are; (1) plans the addition of room facilities on the 3rd floor in cooperation

with the local government and the school committee to resolve the problem of rooms shortage, (2) empowers the alumni as permanent and non-permanent employees in order to run Edotel operations optimally, while develop the fresh-graduated entering the working field in the hospitality industries, (3) involve teachers who have a tourism background as a manager in each department in Edotel, (4) empowers the students to carry out operational activities in order to minimize Edotel spending, but students can be given the opportunity to deepen competence thus more competitive, creative excellences both nationally, regionally and internationally, and (5) use of the hotel as a consultant practitioner in managing all of the production units in SMK 3 Malang in order to run optimally and appropriate industrial systems, especially in the production unit of Edotel.

A highly entrepreneurial spirited principal can provide the best solution in facing the challenges, issues, and constraints on edotel. The solution can be executed properly if the principal has the creativity to find solution. Anonymous (2005) says that creativity is the ability to design, establish, make or do something new. Purnobasuki (2010) states that an entrepreneurial-minded leaders are required to be able to be a problem solver (troubleshooter). A school principal must be a problem solver, especially for themselves and their employees. The ability to generate creative solutions to face the problems of Edotel in school will be an indicator of the difference between success and failure in the management of Edotel. Therefore, the higher the principal's creativity to find a solution, the more maximum the goals and objectives of Edotel achieved.

4.3. The Efforts of the School Principal in Motivating the Team in Managing Edotel of SMKN 3 Malang

The efforts of the school principal in motivating the team in order to achieve the objectives of Edotel in maximum both as the source of students learning and of the school income, the principal will make a great effort in motivating him/herself to achieve the successful leadership in SMKN 3 Malang. Besides self-motivating, the principal also motivate the school community especially to the team involved in the management of Edotel to work hard in order to be able to maintain the achievements which had been achieved, to keep the prevailing standard and even develop it to realize the trust from the society and the guests of Edotel by conducting the following efforts; (1) encouraging the school employees and the students to provide the best services to the guests / customers according to the vision, mission, and the promise of the Edotel of SMKN 3 Malang. The vision of the Edotel is to realize the management of production units in providing the services based on the God-Faith (*imtaq*) and Science and Technology. The mission of Edotel is to improve the accountable and competitive business management in conducting a flexible, integrated, God-Faith, work-ethical service system. The motto of Edotel is "*we always learn to serve you better*" which means that it will always learn to

provide the best services to the guests, and the promise that is to provide the best services, to realize the safe and comfort feeling to every guest, to be honest, kindly, and professional and responding the complaints seriously, (2) to motivate the students to utilize the Edotel as maximal as possible to practice the working experiences, to have an entrepreneurial characteristic, and to have a professional worker character, (3) pay the salary and provide the service for the permanent employees based on the income of the Edotel in each year, (4) pay the salary and provide the service to the management team of Edotel, (5) Pay a day daily salary to the casuals of Edotel, and (6) insure the health of the permanent employees of the Edotel of SMKN 3 Malang.

The efforts of the principal in motivating the team will affect the administrators (teachers, employees, students) in working in Edotel. They will be motivated to work in Edotel if they have a high motivation to fulfill their needs in developing their human resources. The Directorate of PMPTK (2010) states that the school principal has to have a strong motivation to be success in conducting the main tasks and functions as the leader (owner) of the school production units. The principal has also to have a strong motivation to do the best in order to motivate the edotel administrators based on the set SOP thus it can realize the commitment to achieve the objectives and the targets of the Edotel. The stronger the motivation, the more improved the working motivation of the administrators to provide the best services based on the motto and the promise of the Edotel services which can increase the income of Edotel over years. It is in line with Anonymous (2005) that in order to encourage the strong self-motivation there are some points needed; (1) think positively and give a positive support to them to keep going forward and give them an example, (2) realizing the strong changes to change the situation by themselves and become the agent of change, (3) establish our prides which are not possessed by the others, (4) determine the implementation based on the clear schedule and do it, (5) build a bravery and do the best, and (6) leave the procrastinating attitude.

Every leader wants a success in his/her leadership since it is a dream for anyone. In order to achieve the success in the principal's leadership, Purnobasuki (2010) states that there are five ways of leading with a proactive attitude which is conducted to lead an organization or business, they are; (1) become a role for the employees and subordinates by showing positive attitudes and behaviors which can be emulated, (2) able to be a motivator in order to be a brace for the employees to keep them in their performance, (3) an entrepreneurial insightful leader is required to be a problem solver, (4) able to be a tuner in order to make the system and structure of the organization and also the implementation are in line with the defined vision, and (5) able to empower the surrounding human resources to reach their potentials.

A principal who have a high entrepreneurial spirit will be the agent of change that is capable to transform his/her resources to obtain the added-value benefits, both economically and non-economically, personally and organizationally /

community. This is in line with the results of the research of Juharyanto (2012) on entrepreneurial competences of principals which states that the principal who has a high entrepreneurial competence will result in behavior which inspires and motivates the students to excel, improve school performance, and build a network that allows the productivity of the population in contributing the school as a competitive institution.

Empirically, what is done by the principal of SMK 3 Malang above shows that the entrepreneurial competences are required for the principals in the Ministry of Education Regulation No. 13 of 2007 can be implemented well in the management Edotel optimally in accordance with the goals and objectives of the Edotel. Entrepreneurial spirit of a school principal have spurred the organizers of Edotel to develop Edotel of SMK 3 Malang professionally, while some schools are unable to manage its Edotel in professional manner so they cannot achieve the goals, and objectives of the Edotel so that makes them do not have added-value to the presence in the school.

5. CONCLUSION AND RECCOMENDATION

The conculsion of this research are: *First*, the creativity and innovation of the school principal in the management of Edotel of SMKN 3 Malang was conducted in the following efforts: showing the physics of Edotel which is more interesting to be remembered by the public easier, integrating Edotel with the supporting facilities in an area of Edotel, changing the management system of Edotel from the decentralized into the centralized one (*one gate system*), streamlining the personnels of Edotel to minimize the costs, innovating the services to improve the quality of services according to the standard of four-starred hotel while providing education-image services, and producing hexagonal water used by the school community, guests of Edotel, and sold to the public. By the creativity and innovation efforts, the principal of SMK could improve the school images. Second, the hard work of the school principal in managing the Edotel of SMKN 3 Malang was conducted by completing the tools of Edotel in corporate with the local government and the school committee in order to operationalize the Edotel as the source of the students' learning as well as of the school income, promoting Edotel either through printed and electronic media and by word-of-mouth marketing. To resolve the problems in the management of Edotel of SMK 3 Malang, the principal make some efforts to it, they are; adding room facilities resolve the problem of rooms shortage; empowering the teachers as the managers, alumni as the permanent employees, and students as the executors of the operational of Edotel to press the costs, using the practitioners from the hotel as the consultants to realize an optimal management of Edotel based on the industrial system. There was some achievements resulted from the hardwork, such as, the certificate of ISO 9001: 2008 from TUV Rheinland, awarded as an icon / public service pilot of 2010 of East Java level, awarded as one

of the best five edotel in Indonesia, obtained a prize in the competition of Hospitality Accommodation in the level of province and national, won the first prize in the competition of school principals' creativity and innovation in Indonesia, got the increasing income over years, and improving the school images since the Edotel of SMKN 3 Malang becomes a place for comparative studies either for other SMKs or the government. The efforts of the school principal in motivating the management team of Edotel of SMKN 3 Malang was conducted by encouraging the management and the executor teams to provide the best services based on the vision, mission, motto, and promises of the Edotel, giving rewards to the management and executor teams in the form of salary, service, incentive to the permanent employees, giving incentive to the casual students, and encouraging the students to utilize the Edotel as well as possible in order to be professional human resources in hospitality.

The recommendation of the research are: First, SMKN 3 Malang needs to more optimize the utilizing of the Edotel as the learning resources as well as the income resources. However, the utilizing of Edotel as the learning resources has to be more preferred to produce more professional human resources. Second, for the Local Department of Education of Malang City to always give supports, developments, and monitoring in the form of funding to develop the Edotel facilities which are more sufficient thus will increase the income and more students will be able to conduct a practice and more alumni employed in Edotel. Third, for the SMK which organized Edotel professionally to accelerate its development by improving the cooperation through JHTD. Besides, the organizer schools of Edotel to communicate each other through the internet to give information about the development of Edotel. For those who have not advanced Edotel organizers can use the Edotel of SMK 3 Malang as a reference in the development of Edotel. Fourth, For the Directorate of BPMT and Human Resources Development is expected that the results of this research can be used as a material consideration in the appointing the principals of SMK because its production units will be able to develop if it is led by an entrepreneurial spirited principal as required by the Department of Education Regulation No. 13 of 2007 about the competence of principals which is an entrepreneurial competence. Fifth, For the subsequent researchers, this study still needs to be continued because it has not been reviewing some other competencies such principals of personal, managerial, and social competences which are also related to the success of the principals in managing an Edotel.

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