

WORK ETHOS AND EFFECTIVENESS OF MANAGEMENT TRANSFORMATIVE LEADERSHIP BOARDING SCHOOL IN THE JAMBI PROVINCE

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Abstract: *The effectiveness of the management of modern pesantren kiai is successful in maximizing existing resources through activities in realizing the good deeds and trustful with an indication of the planning, management, mobilization and supervision of the Islamic. This study aimed to analyze the effect of variable work ethic and transformative leadership of the effectiveness of management schools in the province of Jambi. The analysis unit pesantren leaders Jambi province. Population 209 and 165 sample schools. Method of quantitative analysis with analysis tools path analysis, followed by a determination analysis (Rsquare), testing the hypothesis partially (t test) and simultaneous (test F) with alpha 5 percent (0.05). Before the first analysis in a test instrument (questionnaire) to test the validity and reliability as well as classical assumptions. Analysis tools SPSS version 22.0. The results of the analysis of determination of 69 that work ethic and transformative leadership may explain the effectiveness of the management of schools by 69 percent, while the remaining 31 percent influenced by other variables. The work ethic and leadership transformative positive and significant impact on the effectiveness of the management of schools either partially or simultaneously. The better the work ethic and transformative leadership the more effective the management of schools in the province of Jambi.*

Keyword: *work ethic, transformative leadership, effectiveness*

1. INTRODUCTION

Pesantren is a traditional education that the students lived with and studied under the guidance of a teacher who is better known as kiai and have a place to stay hostel for students. These students are in a complex that also provides the mosque for worship, spaces to study, and other religious activities. The complex is typically surrounded by walls to be able to supervise the entry and exit of the students in accordance with applicable regulations, (Zamakhsyari Dhofier, 1983).

The effectiveness of a group take place if the purpose of the group was achieved in accordance with the planned needs (Suyadi Prawiro Sentono, 2009). The other

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says that something is said to be effective, if it reaches the right target (James A. Stoner, R. Edward Freeman & Daniel R Gillet, 2006), while Nawawi argues that the effectiveness is the ability to define the goals of adequate and doing the right things to achieve it (Hadari Nawawi, 2007).

Management in terms of management of a modern organization based on respect of human values. Appreciation on the values that means every human being involved in the organization should be assessed and valued and treated as human beings. In other words, human values such as emotion, the desire to get attention and dipartisipasikan, different needs, the ability to work are not the same individuals should be taken into account in the management or the management of the organization.

James A. F. Stoner proposed by Ahmadi and Syukran Nafis, that management is the process of planning, organizing, leadership, and control all of the organization's resources to achieve the goals set (Ahmadi and Syukran Nafis, 2011). To be a modern organization able to effectively carry out its core functions, the necessary management / effective management. Management functions are carried out by a manager or leader. A leader needs to have the ability to influence subordinates in order to achieve its intended purpose.

Based on empirical experience of researchers conducted in districts Sarolangun, Bungo district, Tebo regency, district and city of Jambi Batang Hari showed that the leadership of Pesantren effective in managing the schools they lead. This can be seen in the data below:

Table 1
Data curriculum boarding school in the Western and Eastern Jambi Province

No	Regent/City	Curriculum Islami			General Curriculum			Functional Curriculum		
		2012	2013	2014	2012	2013	2014	2012	2013	2014
1	Jambi City	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Sarolangun	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Bungo	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Tebo	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Batang Hari	✓	✓	✓	✓	✓	✓	✓	✓	✓

Source: Office of the Ministry of Religious Affairs Jambi Province

From the table above it can be seen that the boarding school in Jambi province had engaged in religious, non-religious and community activities ranging from 2012 to 2014.

In the life of a teacher of Islam in schools are required to act and behave based on values / norms of traditional as his work ethic. With stems in a high work ethic based on Islamic values, then the leadership that was implemented scholars who

leanings of the teachings of Islam. Based on the descriptions above means that this study intends to highlight the boarding school culture as a unique sub-culture, work ethic Kiai Kiai and transformative leadership at boarding school in relation to the effectiveness of Pesantren Modern Management.

In fact pesantren currently used as an alternative education options, which is interesting to be a selection of scientific studies. In achieving the goals set, both traditional and modern schools, it is difficult to argue that the management / management is an essential factor for the survival of its existence. In line with these developments will be carried out assessment of modern pesantren, in terms of its management as an alternative educational institution for parents in educating their children. Management problems is closely related to the efficiency and effectiveness of the achievement of objectives, which affect the survival and development of the pesantren.

Factors supporting both internal and external which is believed by researchers in membentuk figur professional leadership (professional leadership), such as work ethic, kepemimpinan transformatif, boarding culture, and the effectiveness of the management of schools. Factors considered most crucial (important) is the leadership (leadership), where the progress of an institution is dependent on the leader. Among the many models of leadership, researchers believe that transformative leadership is the most powerful model in stabilizing and advancing an institution, because the transformation is believed to be able to adjust to the pace of the times.

Based on the background of the problem, empirical experience and the pre-survey issue was identified: 1) The work ethic pesantren leaders and teachers have in the perception by the public of Jambi Province are still many who do not have a good work ethic, 2) Figure leader transformative is the expectations of people who are expected to bring a change in morals and ethics for students and the community, but this has not been fully successful, 3) Management of Pesantren modern (kholafiah) in Jambi Province has not run effectively it is based on indicators of the small percentage of graduates schools to enter universities in Indonesia favorite.

From the identification of the problem can be formulated following problems: 1) How Influence Work Ethics on Management Effectiveness Pesantren partially, 2) How Influence Leadership Transformative on Management Effectiveness Pesantren partially, and 3) What is the Effect of Work Ethics and Leadership Transformative on Management Effectiveness Pesantren simultaneously.

Based on the background of the problem, then the purpose of the study is to analyze:

- 1) Effect on Work Ethics Management Effectiveness Pesantren partially.

- 2) Effect of Transformational Leadership on Management Effectiveness Pesantren partially.
- 3) Effect of Work Ethics and Transformative Leadership to Management Effectiveness boarding school rose simultaneously.

The benefit is to provide information to the Management pesantren in Jambi province with the standards Work Ethics and Transformative Leadership needed by schools in an effort to increase the effectiveness of management Pesantren.

2. LITERATURE REVIEW

Management Effectiveness Pesantren

The effectiveness of a group take place if the purpose of the group was achieved in accordance with the planned needs (Suyadi Prawiro Sentono, 1999). Pendapat others say that something is said to be effective, if it reaches the right target (James A. Stoner, R. Edward Freeman And Daniel R Gillet, 1996), while Nawawi argues that the effectiveness is the ability to define the goals of adequate and doing the right things to achieve it (Hadari Nawawi, 1997).

Griffin said that the effectiveness is to make the right decisions and implement them well (Ricky W. Griffin, 1997). Berdasarkan exposure to the above problems effectiveness is a critical issue in the management of an organization. Effectiveness is often associated with the problem of efficiency. If these two factors compared the effectiveness factor is key to the success of an organization, because before someone doing activities more efficiently, people need to be convinced that he has done something right (effective).

Management means to manage that regulate or manage, in a certain sense a significant lead and the leadership, the activities undertaken to manage the institution or organization, lead and for providing leadership in the organization (Wisdom, 2011).

Furthermore, the management in terms of management of a modern organization based on respect of human values. Appreciation on the values that means every human being involved in the organization should be assessed and rewarded seta treated as human beings. In other words, human values such as emotion, the desire to get attention and dipartisipasikan, different needs, the ability to work are not the same individuals should be taken into account in the management or the management of the organization.

Management according to (Ricky W. Griffin, 2013) is a series of activities (including planning and decision making, organizing, leadership and control) were directed to resources in an organization (human, financial, physical, and information) to achieve organizational objectives by means the effective and efficient (Irham Fahmi, 2011).

Another opinion dikemukakan (George R. Terry and Leslie W. Rue, 2010) that management is a process or framework, which involves guidance or direction of a group of people toward goals or intentions organisasional real.

Based on those two opinions is the execution management means the core functions of planning, organizing, mobilizing and monitoring. A leader must run four basic managerial functions in order to achieve the effectiveness of the implementation of an organization as well as modern pesantren. The fourth basic function of management it is a series of interrelated activities that will be explained further.

Planning: Planning is a series of the process of preparing a decision on what is expected to happen (event, situation, atmosphere, etc.) and what will be done (intensification, eksistensifikasi, revision, renovation, substitution, and sebagainya, (Udin Syaefudin and Abin Shamsuddin Ma'mun, 2011) the only thing certain about a future organization is change, and planning (planning) is an important bridge anatra the present and the future are able to increase the likelihood of achieving the desired result, planning is the process by which the people determine whether to taking a business, finding the most effective way to search for the desired destination and prepare to overcome a variety of unexpected difficulties with adequate resources (Husaini Usman, 2011) .Kegiatan which includes the planning function is:

- a) estimate the circumstances or situations in the future based on the circumstances in the past, present and possible developments in the future;
- b) determine the objectives or results to be achieved in the future;
- c) developing a strategy which means that will be used to achieve the target to be determined;
- d) develop a program that measures or sequence of events and the timing of implementation;
- e) allocating resources for the implementation of the program;
- f) determine the program is a method or standard way to implement activities and
- g) develop policies that restrictions should be included regarding what is allowed and what is not.

Organizing: The purpose of organizing (organizing) is to achieve a coordinated effort by determining the duties and authority relations, organizing means of determining who did what and who should provide accountability to anyone (Fred R, David, 2011). Activities in this function include: (a) detailing the jobs which must be done to achieve the goals, objectives of the organization; (b) classifying these jobs into units that are logically and reasonably be run by a group of people or one person; (c) develop structures that describe the organization; (d) determining

how the relationship between the unit and how the mechanisms of coordination; (e) arrange job description or duties which limits duties, labor relations, responsibilities and authority of each work unit.

Mobilization: mobilization is an aspect of human relationships in the leadership that binds the subordinates to be willing to understand and to pitch effectively and efficiently to *mencapaitujuan*. *Penggerakan* intended that all group members are willing to cooperate sincerely and passionately to achieve the objectives in accordance with the planning and organizing efforts, Activities in this function include: a) gives the duties, responsibilities and authority; b) motivate people to do things that are supposed to do; c) to develop and practice that enhance the knowledge, skills and attitudes required for each unit of work in order to achieve effective cooperation; d) encourage the emergence of alternative thinking and problem-solving of subordinates to resolve conflicts that may occur; e) stimulates creativity and renewal in efforts to achieve organizational goals. The concept of leadership must also implicated in the managerial system, so that every member in the organization let alone educational organization both modern and traditional in order to understand the importance of the principle of cooperation and working together.

Supervision: Supervision is the last function that must be implemented in management. Supervision is a process *endeterminasi* what has been done, that evaluate the performance and if necessary apply corrective measures so that the results of the work in accordance with the plans. Activities under this function include: (a) develop standards that the conditions that must be achieved so that the implementation of the work is carried out effectively and efficiently; (B) determine ways to monitor system activity through the reporting or information system; (c) evaluating the results of gathering information, regarding the realization of what happened next compared with the standard and analyze if there are deviations; (D) take corrective action, whether in the form of adjustments to the plan, corrective action or plan a birthday; (E) to reward and punishment for achievements or results achieved

Each implementation *Fungs-management* functions of a leader or leaders Managers manages five main types of resources: 1) man (man); 2) money (money); 3) machine (machine) including other facilities and energy; 4) material (matherial); 5) Information Technology (Information techlogy) including database. Other resources can also be a market (market) and method (method), (Hapzi Ali, 2009: 49).

The effectiveness of the management of modern *pesantren* can be perceived differently based on the implementation of Islamic values, in order to achieve its objectives. Effectiveness is generally the point was largely directed at achieving the goals set. The effectiveness of the management / management can be measured

from the activities undertaken by the students as members of a boarding school. The activities of the students was carried out based on their perceptions of the management of the activities that are carried out by kiai pengelementasian Islamic values.

Based on the above-referenced is a modern Pesantren Management Effectiveness is kijaji success in maximizing existing resources through activities in realizing the good deeds and the mandate Pesantren Management Effectiveness indicators: 1) planning; 2) management; 3) mobilization; and 4) monitoring is Islamic, (Ricky W. Griffin; George R. Terry and Leslie W. Rue, 2013).

Work Ethic

Work Ethic is a necessary condition of life, especially human beings, because it is based on the active creature ethos, codes of conduct or game sense to make ends meet. Needs can vary, which include biological needs, social needs psychological, and spiritual needs.

Someone working because there is something that needs to be fulfilled and hope it does work activities will bring them to a better state needs are met. Through work a person does not solely to generate revenue, but many other factors are related as; social status, awards and others.

The ethos is something that is abstract, it includes the psychiatric field related to the attitude that is hidden in the mind, and the attitude that comes from shared values which are considered useful in life. The values itself grew out of the results of the understanding, the nature, meaning and wisdom of life which is the study of philosophy that distinguishes a cultural group (Wellesley, 2000). In line with the above opinion by Kumorotomo, ethos is the aspect of the evaluative nature assess and disputed in a ethos are the possibilities of the source person's motivation in doing, whether the work is considered as a necessity for life, tied to identity or source driver of participation in development. Further, he said ethics is the foundation of ideas, ideals or thoughts that will determine action system (Wahyudi Kumorotomo, 1999) .In the Islamic religion there are also concepts that are a reference to the ethos, such as: honesty, discipline, responsibility, perseverance, and etc.

While ethics has meaning the value of chastity, which is an inner sense that is ingrained not a sociological view, but really a belief deeply rooted in our psyche (Tasmara).

The ethos of the work for Muslims that today should be better than yesterday and tomorrow should be better than this, huh, huh, if the same as the previous day was considered as a fault. Therefore, according to the prevailing ethos of Islamic hard-working, creative and ready for the challenge. In the view of Islam work is

nature and it is also one of human identity, which is carried out based on the principles of the monotheistic faith. The work ethic shows nature as a Muslim, which also exalts the dignity of himself as a servant of God.

Awareness works will give birth to a change / improvement to achieve a more meaningful value, which is visible from the ability of ideas in the form of planning, action and analysis of the causes and consequences of his activity. With a perspective like that, a Muslim is not going to work just to work, but with awareness of working productively with a spirit of monotheism and responsibility uluhiyah. Working like that is one characteristic of a Muslim ethos, which is based on the policy in the values of Islam. The policy was implemented in the form of the principle of balance, harmony and harmony between the insights ukhrawi and mundane, between the spiritual and physical, between job seeking good luck with worship and remembrance of Allah, this is what puts human values as "ummatan Washatan".

Based on the above, Work Ethics cleric Kiai is the assessment of the values espoused by kiai in working with the indicators of Work Ethics Kiyai 1) working to obtain rido God; 2) work accordingly and avoid prohibitions of Allah; 3) the intention or commitment; 4) sincerity and sincerity in work; 5) efesensi time 6) independence in work; 7) formidable; 8) tenacious; 9) unyielding.

Transformative leadership

Leadership is an ability to influence others to achieve goals with enthusiasm. Leadership transform a potential into reality. This is a key point that provide success for all the potential that an organization and its members (Keith Davis, 1997). Kepemimpinan as the nature and behavior to influence subordinates to enable them to work together so as to form a harmonious alliances with consideration of aspects efisiendan effective to achieve the level of labor productivity in accordance with the established (Siswanto, 2011).

Another opinion suggests that leadership is the process of directing and influencing the activities related to tasks and group (m Bernard, 1990). There are four important implications relation to the definition, namely: (1) leadership involves other people; (2) leadership means the ability to influence the attitudes or behavior of individuals or groups; (3) the ability to use various forms of power to influence the behavior of followers in various ways and (4) is a combination of three aspects of the above and recognize that leadership is about the value / moral.

According to Naceur Jabnoun in his book that *leadership is about giving without expecting to take. It is about caring without caring to be cared about. It is about supporting without expecting to be supported it is about being just with Reviews those who are not fair to* (Naceur Jabnoun 2008). Robbins and Judge define leadership (leadership) as the ability to influence a group to achieve a vision or set of goals that set. Source

of this influence may be formal, such as that provided by stakeholders and managerial positions within an organization (Stephen P. Robbins, 2008).

In line with the opinion of Rost who said the relationship between leaders and followers during a leadership process, Mendenhakk, Jane Punnett and Ricks sharply distinguish between the leader and people in general, namely: (Mark Mendenhall, Betti jen punnet, and david rick, 1997).

- a) The leader has a vision, an obsession about what needs to be achieved in the organization, group or community. Leaders look ahead to where the group should be taken.
- b) Leaders inspire others to follow his vision, working to make it happen. In general, a vision to encourage leaders to work hard and have high physical energy and spirit that was followed by his followers. Leaders can also form the majority of a group that works to achieve its vision.
- c) Leaders can organize his followers in a compact, a group loyal and reward his followers to keep them on purpose to achieve its vision.

The existence of kiai as a leader is very central as it is a driving force in implementing and developing the pesantren in accordance with the pattern dikendaknya. Therefore, a teacher of Islam is required to carry out its leadership function effectively. because of the progress and setbacks boarding schools rely heavily on the leadership of kiai. In melaksanakankependidikan in boarding school dipimpinya Kiai is the highest leader responsible for the progress of schools. Sincerity kiai in charge of a boarding school will effect the development of a boarding school as an educational institution that is always respected, remains attractive and exist in the times.

A leader without exception a teacher of Islam in the environment of a boarding school should have values in performing his leadership, then in line with the views expressed by Kouzes and Posner that which classifies the values that must be possessed by a leader which includes two groups of values: (1) the cultural values of companies such as trust, solidarity, service and training (2) personal values individually, including responsibility, accuracy, honesty, humility, precision, patience, care and effort to find a comprehensive personal qualities.

Leadership Transpormatifdapat views of its major influence on the cleric and his students as part of a community of a boarding school. Based on this it is the leadership of Kiai at boarding school in this study is the assessment of the success cleric Kiai in directing subordinates based on the Quran and Leadership hadist. Indikator Transpormatif: 1) religious knowledge; 2) devoted and faithful to God; 3) Sidiq (true); 4) Amanah (reliable); 5) Tabliq (deliver); 6) Fatonah (clever) and 7) Rahmah (compassion), (*Qur'an, Hadists*).

CONCETUAL FRAMEWORK

Based on the introduction, literature review research objectives and the conceptual framework of this study is as Figure 1 below.

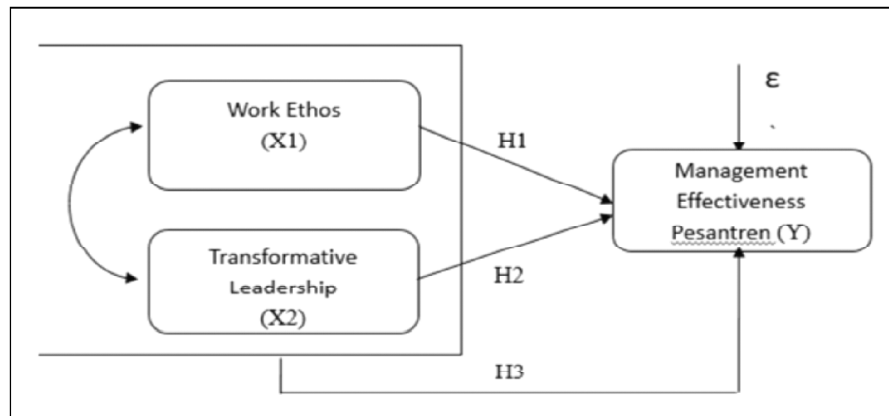


Figure 1 : Concetual Framework

Based on research objectives and research hypotheses concetual frameworkmaka taken are as follows:

- 1) Work Ethic affect the partial Pesantren Management Effectiveness;
- 2) The effect on the Transformative Leadership Management Effectiveness partial boarding school; and
- 3) Work Ethics and Transformative Leadership Management Effectiveness affect the simultaneous boarding school in the province of Jambi.

3. RESEARCH METHODS

The object of a study is a boarding school in Jambi Province, unit analisis pimpinan boarding school, the study population 209 boarding schools, boarding sample 105 of five districts in the province of Jambi (Jambi, Batang Hari, Bungo, Tebo and Sarolangun). The sampling technique is simple random sampling. Quantitative analysis method, by means analisis path analysis, the equation $Y = \beta_1 X_1 + \beta_2 X_2 + e$, where Y is the variable Management Effectiveness Pesantren, β_1 and β_2 Work Ethic variable coefficient (X1) and Kepmimpinan Transformative (X2). Data analysis tool application program SPSS version 22.0.

Once analyzed with path analysis, followed by a test of determination analysis (Rsquare), testing the hypothesis partially (t test) and simultaneous (test F) the error tolerance level of 5 percent. Before the first process path analysis in test research instruments (questionnaire) to test the validity and reliability as well as classical assumptions.

Path analysis is a method of multivariate data analysis in order to know the influence of the direct and indirect causes of multiple variables (exogenous) to the endogenous variables (result) with the pattern of all the variables are recursive and can be observed directly. Are recursive meaning, the relationship between variables is one way, there is no reciprocal relationship. If declared A causes B, then B can not cause A, (Hapzi Ali and Nandan Limakrisna, 2013: 137).

4. RESULTS AND DISCUSSION

Coefficientts Aalysis

The results of such a study table 2and Table 3 below with the coefficient of influence of variable Work Culture (X1) and Transformative Leadership (X2) is ($P_{yx1} = 0.311$ and $P_{yx2} = 0.582$) and correlations between variables X1 and X2 are the 0703 served as Figure 2 below

Tabel 2
Coefficients regression
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	7.513	9.172		.819	.415
Work_Culture_X1	.339	.085	.311	4.012	.000
Transformative_Leadership_X2	.712	.095	.582	7.502	.000

a. Dependent Variable: Management_Effectiveness_Pesantren_Y
Source: Output SPSS 23.0 for windows

Where as the variable coefficients Work Culture (X1) to the Management Effectiveness Pesantren Y is equal to 0.311 (31.1%) is smaller than the coefficient of

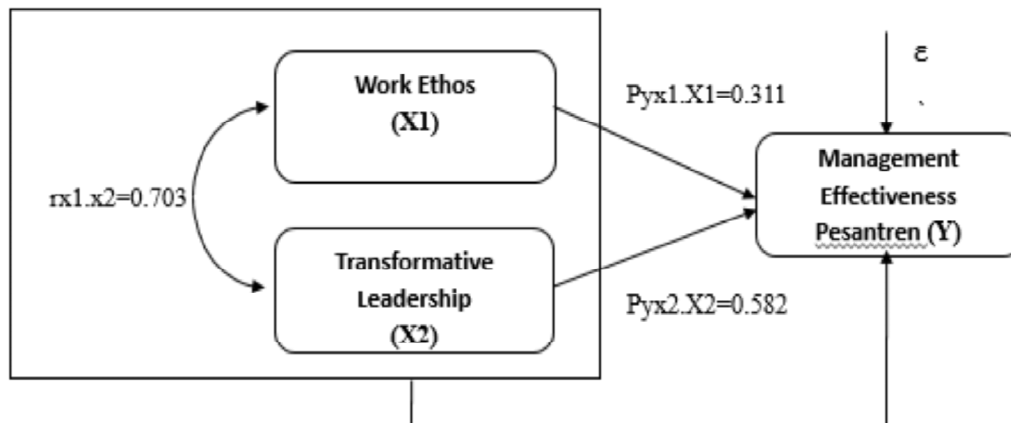
Tabel 3
Correlation

		Work_Culture_X1	Transformative_Leadership_X2
Work_Culture_X1	Pearson Correlation	1	.703**
	Sig. (2-tailed)		.000
	N	105	105
Transformative_Leadership_X2	Pearson Correlation	.703**	1
	Sig. (2-tailed)	.000	
	N	105	105

Source: Output SPSS 23.0 for windows

Transformative Leadership (X2) on Management Effectiveness Pesantren Y is equal to 0582 (58.2%).

Work Culture correlation coefficient variable (X1) and Transformative Leadership (X2) is approximately 0703. This correlation was stronger for larger categorized 0.5. Standardized Coefficients and Correlation Coefficients can be described as Figure 2 below.



Gambar 2. Struktut Path Analysis

Source: Output SPSS 23.0 for windows

Determination analysis (R²)

The R value of 0.830 in Table 4 below shows the correlation double (Work Culture and Transformative Leadership) with loyalitasinvestor. Taking into account the variations in the value of R Square of 0.690 which indicates the magnitude of the role or contribution of variable Work Culture and Transformative Leadership Management Effectiveness boarding school to explain the variables of 69.0 percent and the remaining 31.0 percent is influenced by other variables.

**Tabel 3
Model summary
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension 0 1	.830 ^a	.690	.683	7.13675

a. Predictors: (Constant), Transformative_Leadership_X2, Work_Culture_X1

Source: Output SPSS 23.0 for windows

Other variables that can affect Effectiveness and Performance Management is like Cultural Organization, Organizational Climate, Leadership Style, Organizational Commitment, (Limakrisna, Zulki Zulkifli, Hapzi Ali: 2016). Besides, Knowledge Management and Work Commitment effect on Satisfaction and Service Management Effectiveness (Mukhtar, Risnita, M. Shoffa Saifillah, Hapzi Ali, 2016).

Partial Effect Analysis (t test) and Simultaneous Effect (F test)

Assessment of the effect of partial aims to examine whether each of the independent variables significantly influence the dependent variable partially with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer a hypothetical one and two of this study.

Tabel 4
Hasil Uji t (Parsial)

No.	Independent Variable	t Value	Significans
1	Work Culture (X ₁)	4.012	0.000
2	Transformative Leadership (X ₂)	7.502	0.000

Source: Output SPSS 23.0 for windows

From Table 4 above with figures obtained t count variable X1 for 4012, due to the value of $t > t$ table ($4,012 > 1,683$), then H_0 is rejected and H_1 accepted, meaning partially significant effect on Management Effectiveness Work Culture Pesantren. In addition, also for the test based on significance testing, can be seen from the output of significance of 0.000, due to number more significance level of < 0.05 ($0.000 < 0.05$), it can be concluded that the effect signifilan Work Culture on Management Effectiveness boarding school, **so the first hypothesis is accepted.**

Furthermore, in Table 9 above figures obtained t count variable Transformative Leadership (X2) of 7502, due to the value of $t > t$ table ($7502 > 1683$), then H_0 is rejected, meaning a partial no influence Transformative Leadership to Management Effectiveness Pesantren. In addition, also for the test based on significance testing, can be seen from the output of significance of 0.000, due to the number level of significance is much more > 0.05 ($0.000 < 0.05$), it can be concluded that the Transformative Leadership significant effect on Management Effectiveness boarding school, so the second hypothesis is accepted.

To answer the third hypothesis THAT Work Culture and Transformative Leadership influence on Management Effectiveness Pesantren simultaneously can be seen from Table 5 below.

Tabel 5
Hasil Uji F Secara Simultan
ANOVA^b

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	11539.727	2	5769.863	113.283	.000 ^a
	Residual	5195.188	102	50.933		
	Total	16734.914	104			

a. Predictors: (Constant), Transformative_Leadership_X2, Work_Culture_X1

b. Dependent Variable: Management_Effectiveness_Pesantren_Y

Source: Output SPSS 23.0 for windows

From Table 5 above (ANOVA table) obtained Fhitung 113 283 greater than Ftable 3:10 (113 283 > 3.10) and a significant value of 0.000 is less than 5 percent (0.000 < 0.05). Then the null hypothesis (H0) is rejected and the hypothesis alternative (H1) is accepted, meaning that there is significant influence variable Work Culture (X1) and Transformative Leadership (X2) on Management Effectiveness Pesantren (Y) together (simultaneously) at the boarding school in the province Jambi, **so the third hypothesis is accepted.**

Direct and Indirect Analysis

Aside from the influence can simultaneously also in the analysis of the influence of langsung and indirect results of the process such as table 7 below:

Tabel 7
Rekapitulasi Pengaruh Langsung dan Tidak Langsung

<i>Variable</i>	<i>Direct (%)</i>	<i>Indirect</i>		<i>Total (%)</i>
		<i>X₁(%)</i>	<i>X₂(%)</i>	
Work Culture (X ₁)	9.67%		12.72%	22.40%
Transformative Leadership (X ₂)	33.87%	12.72%		46.60%
Total effect X ₁ , X ₂	68.99%			
Total Effect of other variables	31.0%			

Source: Output SPSS 23.0 for windows and data processing

The total value of the effect of Work Culture (X1) and Transformative Leadership (X2) on Management Effectiveness Pesantren (y) both directly and indirectly is sebesar 73.4 percent. This value is equal to the value of R square of 68.99 percent differs only 0.01 due to rounding as in the summary table above three models. This process aims to prove that the direct effect and not at dengannilai R Square. Not that variable X1 or X2 be intervening variable but only to test the value of R square is equal to the total direct and indirect influence.

DISCUSSION

From the results of the study based on data analysis and hypothesis testing results then can be seen results of this study as follows.

1) Effect on Work Ethics Management on Effectiveness Pesantren

Work Ethic positive and significant impact on the effectiveness of management Pesantren. Work Ethic Semakinbaik Kiai, the better and Effectiveness Management Pesantren. Work Ethic Kiai that if implemented well in leading and managing schools, resulting in the management of schools in the province Jambiakan effective.

According Tasmara, work ethic Muslims have the following: (1) have a spirit of leadership, (2) always count means that every step in life always takes into account all aspects and risks, (3) appreciate the time, (4) have not been satisfied to do good, because feel satisfied doing good is a sign of the death of creativity, (5) life of frugality and efficient, (6) have an entrepreneurial spirit, (7) have the instinct to play and compete, (8) desire of self, (9) thirst to have the nature of science, (10) berwawan macro-universal, (11) attention to health and nutrition, (12) tenacious and unyielding, (13) oriented towards productivity and (14) ensuring hospitality service.

Based on the above explanation kijaji work ethic has the following characteristics: 1) Work is Worship (destination hard work for the life of the world and the hereafter); 2) Work to get Ridho Allah; 3) Work meant execute commands and avoid a ban Allah.; 4) Work to implement the task independently as a caliph in the earth; 5) Work meant hands on the better of the undersigned; 6) Work means utilizing time in the life on earth.

Indicators Work Ethic Kiyai 1) working to obtain rido God; 2) work accordingly and avoid prohibitions of Allah; 3) the intention or commitment; 4) sincerity and sincerity in work; 5) efesensi time 6) independence in work; 7) formidable; 8) tenacious; 9) unyielding. This indicator contributes to Pesantren management indicators, namely: Management Effectiveness Pesantren: 1) planning; 2) management; 3) mobilization; and 4) monitoring is Islamic, (Ricky W. Griffin, George R. Terry and Leslie W. Rue, 2013).

The results of this study also was supported by the results of research conducted Nouman Muhammad Shafique and Muhammad Haseeb (2015) The study examines the relationships between the Islamic work ethic and both organizational commitment and job satisfaction. It also explores the moderating effects of the Islamic work ethic on the relationships of organizational commitment and job satisfaction, and that of national culture (nationality) on the relationship between the Islamic work ethic and both job satisfaction and organizational commitment. And the work ethic Gives the effect the subsequent management efectivity Tripath

Surya Prakash (2014) also noted that The main objective of this study is to examine the effect of work ethics on job satisfaction and organizational commitment. The findings in this study show a positive and significant effect for work ethics on organizational commitment. And the work ethic Gives the effect the management efectivity. Dalia Perkumienė and Danutė Kleinienė (2013) in his research also proves that the work ethic Gives the effect the management efectivity.

2) Effect of Transformational Leadership on Management Effectiveness Pesantren

Transformative Leadership positive and significant impact on the effectiveness of management Pesantren. The better the Transformative Leadership Kiai, it will have a positive impact also on Management Effectiveness Pesantren. That if Kiai has a good soul Transformative Leadership, then the resulting Manage boarding school in Jambi Province will be better and more effective.

Components of transformative leadership, Bernard M. Bass and Ronald E. Riggio group Several components as follows:

- a) idealized Influence (II). Transformational leadership behave in ways that allow them to serve as role models for reviews Reviews their followers. The leaders are Admired, respected, and trusted.
- b) Inspirational Motivation (IM). Transformational leadership behave in ways that inspire MOTIVATE and Reviews Reviews those around them by providing meaning and challenge to reviews Reviews their followers' work. Team spirit is aroused.
- c) Intellectual Stimulation (IS). Transformational leadership stimulate reviews Reviews their followers' Efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. Creativity is encouraged. There is no public criticism of individual members' mistakes.
- d) Individualized Consideration (IC). Transformational leadership pay special attention to each individual follower's needs for achievement and growth by acting as a coach or mentor. The leader's behavior demonstrates acceptance of individual differences.

Leadership Transpormatif indicators: 1) religious knowledge; 2) a dedicated and faithful to God; 3) Sidiq (true); 4) Amanah (reliable); 5) Tabliq (deliver); 6) Fatonah (clever) and 7) Rahmah (compassion), (Qur'an, hadists). Indicators Contribute to the indicator Effectiveness of Management School items, namely: Management Effectiveness Pesantren: 1) planning; 2) management; 3) mobilization; and 4) monitoring is Islamic, (Ricky W. Griffin, George R. Terry and Leslie W. Rue, 1013).

The results of this study Also was supported by the results of research conducted Apriani Dawn (2009) The results Showed overall competence, motivation and leadership strong influence on the effectiveness of implementation.

The next Raushan Gross (2014) Also Suggests that the impact on transformational leadership on crossfunctional teams, mediating role of organizational climate, and the moderating role of trust. In order to meet this objective, the Researchers used instrumentation (MLQ and OCM) that measured the effects of transformational leadership when moderated and mediated by trust and climate.and the transformative leadership Gives the effect to management efectifity.

3) Effect of Work Ethics and Transformative Leadership of the Effectiveness PengelolaanPesantren

Work Ethics and Transformative Leadership jointly and simultaneously positive and significant impact on the effectiveness of management Pesantren. More and Work Ethic Kiai and the Transformative Leadership style also affect the effectiveness of management Pesnatren. If the Work Ethics and Transformative Leadership conducted by the leadership in leading well, resulting in the management of schools in the province Jambiakan become more effective.

Aside from the variable Work Culture and Transformative Leadership that affect Management Effectiveness Pesantren besides there are still many variables that are not investigated in this study.

Indicators Work Ethic Kiyai 1) working to obtain rido God; 2) work accordingly and avoid prohibitions of Allah; 3) the intention or commitment; 4) sincerity and sincerity in work; 5) efesensi time 6) independence in work; 7) formidable; 8) tenacious; 9) unyielding. Transpormatif Leadership indicators: 1) religious knowledge; 2) devoted and faithful to God; 3) Sidiq (true); 4) Amanah (reliable); 5) Tabliq (deliver); 6) Fatonah (clever) and 7) Rahmah (compassion), (Qur'an, hadists). Indicators an indicator of both independent variables contributing to the Pesantren Management Effectiveness indicator, namely: Islamic School Management Effectiveness indicators: 1) planning; 2) management; 3) mobilization; and 4) monitoring is Islamic, (Ricky W. Griffin, George R. Terry and Leslie W. Rue, 2013).

Kiai is the name for a leader in a boarding school, work ethic kijaji problems therefore, can not be separated and must be based on the concept of work ethic Muslims. Kiai work ethic as a Muslim should be based on the perspective that to be true that the work was not only to glorify himself, revealing his humanity. But it is a manifestation of righteous deeds, and therefore has a very noble religious values (Tasmara 2010) Respect for the work and the work in a similar Islamic faith can even be used as collateral for forgiveness of sins. It's like that related the Prophet Muhammad. that "Whoever in the afternoon time feel exhausted because of work,

working with his own hands, then in the afternoon that he had forgiven his sins.” (H. R. Ibnu ‘Abbas)

This proves that the work ethic and transformative leadership that is owned by pesantren leaders capable of culture in line with the increase in pesantren (X3) in leading boarding school.

From the research (Nandan Limakrisna, Zulki Zulkifli, Hapzi Ali, 2016), that the other variables that may affect the effectiveness of Pesantren management including the Organizational Culture, Organizational Climate, Leadership Style, Organizational Commitment. The commitment itself can also be influenced by Organizational Culture, Organizational Climate and Leadership, that the Organizational Culture, Organizational Climate and Leadership Style positive and significant impact on Organizational Commitment, either partially or simultaneously and have a positive impact also on Employee performace.

This study is similar to research Surya Prakash Tripathi (2012) Impact of Work Ethics on Organizational Commitment and Employee Satisfaction at HDFC Bank Indore, India.

5. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

From the results of the analysis and discussion, it can take the conclusion and findings of the study as follows:

- 1) Work Ethic positive and significant impact on the effectiveness of the Management Working Pesantren. Semakin baik Etos Kiai, the better and Effectiveness Management Pesantren. Work Ethic Kiai that if implemented well in leading and managing schools, boarding schools will lead to effective management in the province Jambi. Tinggi poor work ethic kijaji able to influence the effectiveness of the management of schools. It also means that if a work ethic carried out by kiai kiai in leading and managing schools with good results in the management of schools to be effective.
- 2) Leadership Transformatif berpengaruh positive and significant impact on Management Effectiveness Pesantren. The better the Transformative Leadership Kiai, it will have a positive impact also on Management Effectiveness Pesantren. That if Kiai has Kepemimpinan Transformatif good soul, then the resulting Manage boarding school would be better and more effective in Jambi Province. High and low effectiveness of the management of pesantren can be influenced by kiai transformative leadership. That if kiai have a transformative leadership well, resulting in the management of the boarding school would be more effective.

- 3) Work Ethics and Transformative Leadership jointly and simultaneously positive and significant terhadap Management Effectiveness Pesantren. More and Work Ethic Kiai and the Transformative Leadership style also affect the effectiveness of management Pesantren. If the Work Ethics and Transformative Leadership conducted by the leadership in leading well, resulting in the management of schools will be more effective in Jambi Province.

Recommendations

- 1) The effectiveness of the management of the lowest boarding skorinya on religious indikatorkegiatan and nonkeagamaan on mobilizing dimension, most likely in the management of pesantren, Kiai still not maximizing function mobilizing students in some ways like the pronunciation of the greeting in every way and a simple lifestyle. The management of the boarding school will become effective if a teacher of Islam who led the boarding school has the ability managerial good. The ability is the ability of planning, organizing, and monitoring. If four things can be done well and focused, then it would also be the management of the boarding school would be more effective.
- 2) Work Ethic Kiai has not been fully worked with hope and the blessings of God. It is based on the lowest indicator scores are on indicators of hope and the blessings of God. In terms of toughness rated by the respondents and clerics have not fully have a strong toughness. If kiai does not sort the job and doing homework sitting in front of his eyes and urged although hard will give a positive image to the citizens that the main pesantren kiai has strong toughness in doing any work. Sngat kijaji toughness necessary to improve the work ethic kiai.
- 3) Kiai transformative leadership to his subordinates still unfavorable perception. This is evidenced low scores on an indicator related to reward. Kiai should have a big heart when no subordinates who have specialized skills and has a work performance should be given rewards. Kiai will be able to be a leadership that transformatif if it can position itself become a mentor who is willing to accommodate the aspirations of his subordinates and stimulate subordinates to work better.

Suggestions for further research in order to carry out further research to examine the factors that influence the effectiveness of the management of schools, because there are many other factors that influence it.

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