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Predicting Teacherpreneurial Competencies based on their mindset, mutual trust, organization culture and connections

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Abstract. The current economic turmoil demands changes to the spectrum of education. It is evident that the disruption of the labor market is difficult for the world of education to meet. Even the economic turmoil that occurs also affects the needs of educators and education personnel. Education personnel who have leadership skills are only suitable for the past era, but along with the development of the discourse that teachers must also become teacherpreneurs in the future This research seeks to construct indicators of teacherpreneur, identify factors that influence it and see how much influence it has. This research will use a quantitative approach with EFA and CFA methods using the SmartPLS tool. The results of the study have four findings, the first relationship between Mutual Trust and Teacherpreneur description that The coefficient of 0.102 indicates a significant, albeit relatively small, positive relationship between Mutual Trust and Teacherpreneur. That is, the higher the level of Mutual Trust in the educational environment, the higher the likelihood of an increase in Teacherpreneur. The Second relationship between connection and Teacherpreneur the coefficient of 0.116 shows a slightly larger positive relationship compared to Mutual Trust. This means that the stronger the Connection (i.e. good social or professional relationships between teachers, colleagues and institutions), the higher the likelihood of Teacherpreneur. The Third relationship between Growth Mindset and Teacherpreneur, the coefficient of 0.295 shows a greater influence, meaning that Growth Mindset (the belief that abilities can develop through effort and learning) has a stronger influence on Teacherpreneur than Mutual Trust and Connection. Growth Mindset plays an important role in encouraging teachers to continue to develop and persist in their profession. The Last relationship between Culture and Teacherpreneur The coefficient of 0.169 indicates a significant positive relationship between Culture (a supportive organizational culture in the workplace) and Teacherpreneur. A supportive, inclusive and collaborative culture in a school or educational institution can influence teachers to stay longer in the profession.

Keywords. Teacherpreneur, mindset, teaching skills, leadership, connection

Introduction

The challenges of the 21st century are complex. This causes the spectrum of community needs for education to be seen more broadly where economic turmoil must be addressed by the formation of integration between schools with health, social and academic(Chankseliani &

McCowan, 2021) Educators are mostly concentrated on the academic field, preparing learning tools, implementation and evaluation, only a small percentage are trying to develop their competence as a whole. This is due, among other things, to the low entrepreneurial mindset that should be able to develop themselves to strengthen financially in addition to preparing learning tools.

In Indonesia, there is an irony that there are still many schools that provide salaries below the regional minimum wage. In the end, schools provide special schemes with other additional tasks as compensation for teacher performance (Rwigema, 2022). The teacher salary scheme in Indonesia has differences between civil servant teachers and honorary teachers. The salary of a civil servant is based on class and is given by the state while for honorary teachers it is given by the school according to the school's financial capacity. So this is what causes a significant difference between civil servant teachers and honorary teachers.

Teaching will be an adaptive profession that empowers and rewards members who develop their pedagogical talents, disseminate and “sell” their expertise and find innovative solutions to the challenges their students face. The concept of teacherpreneurism is not primarily about making more money (although we find little reason to deny expert teachers the opportunity to participate in the marketplace, as long as their activities serve the best interests of their students). In today's dynamic and globalized world of education, teacherpreneurs can offer a variety of services, such as being personal tutors, content developers, and consultants in their respective fields. Therefore, studies are needed that focus on the role of teacherpreneurs as personal tutors in mainstream and non-mainstream education (Olusiji Adebola Lasekan, 2023)

The goal of creating teacherpreneurs is not to identify “super teachers” who will make more money, but to empower expert teachers who can have colleagues, engage as policy makers, and the community know what is best for students (Rwigema, 2022). Answering the first problem of how to construct indicators of educators who use their expertise for entrepreneurship; second what are the factors that influence teacherpreneur and third how the influence of dimensions in the factors that have been found on teacherpreneur competencies. The desired research objectives include: Constructing indicators of teacherpreneurs, Identifying factors that influence teacherpreneurs, Knowing the influence of factors on teacherpreneurs.

Literature Review

Teacherpreneur Competencies

A teacherpreneur is “a teacher who teaches and leads the transformation of teaching and learning. Teachers who lead without leaving their students at school devoting time both to teaching and working to improve rules and practices in their schools and neighborhoods are also called teacherpreneurs” (Shetty, 2020). Teacherpreneurs are “teachers who relentlessly and selflessly pursue learning excellence for all students, recognize classroom problems as opportunities to innovate in learning and teaching, and demonstrate a willingness to take risks through innovative instruction and instructional use”.

The competencies possessed by a teacherpreneur include the following Ability to apply expertise. The position of a teacher is important in education. In order to be able to educate his students. A teacher's frame of mind to be able to complete skills in teaching. Teaching skills are skills that must be possessed by a teacher. A teacher's expertise can be observed from his educational background. If the teacher teaches subjects that are not in accordance with his educational background, it is certain that the teacher is not an expert. So what can be meant by

teacher expertise is the teacher's proficiency in a science. This proficiency can be obtained through the education process.

Ability to master approaches, methods, and strategies for implementing learning. Teachers who teach by watching do not know or do not master the approaches, methods and strategies for implementing learning activities in the classroom. So in the learning activities the students become watching, it is very boring for the students because there is no change at the time of learning. The success of a teacher in learning is highly dependent on the proficiency in applying approaches, methods, and strategies to carry out learning. Ability to utilize learning media. Learning media is one of the important components in education to support the effectiveness and efficiency of learning activities. All of these learning media can help teachers in carrying out learning activities. There are still rarely teachers who utilize learning media as a tool to help improve learning activities.

Entrepreneurship Mindset

Entrepreneurial mindset is a way of thinking of entrepreneurs that influences their attitudes and behaviors in achieving their life goals, especially running their business (and behavior in achieving their life goals, especially in running their business. Entrepreneurship is a mindset that is formed from an early age. Therefore, education in schools greatly contributes to fostering an entrepreneurial mindset, starting from elementary school to university level. There are several things that can serve as indicators for an entrepreneurial mindset (Wardana et al., 2020). These indicators consist of the definition of entrepreneurial mindset refers to a person's ability to behave and act on existing opportunities. From this it can be concluded that one of the indicators of entrepreneurial mindset is the ability to identify opportunities. Besides it Number of thoughts for entrepreneurship. Entrepreneurial mindset is related to the intention to become an entrepreneur. Measured by the following question: have you seriously considered starting your own business

Educator Competencies

The difference between the teaching profession and other professions lies in its duties and responsibilities. These duties and responsibilities are closely related to the abilities required to hold the profession. Teacher is a position or profession that requires special expertise as a teacher" (Rusilowati & Wahyudi, 2020). Therefore, every teacher in an educational institution must have various provisions or requirements to become a teacher. One of these requirements is to have the competence (ability) to carry out teaching and education activities optimally. Another requirement is that teachers must be mentally and physically healthy, and have a teacher certificate issued by a teacher education institution. Professional teachers are not just for one competency, namely professional competence, but professional teachers must be able to have all four competencies so that teachers understand, master, and are skilled at using new learning resources and mastering pedagogical competence, personality competence, professional competence, and social competence as part of the teacher's ability (Rwigema, 2022). Thus, the competencies possessed by each teacher will show the true quality of the teacher, these competencies will be realized in the form of mastery of knowledge, skills and professional attitudes in carrying out functions as a teacher.

Business Connections

Business Connections is about building and maintaining a long-term network that creates mutual benefits. That create mutual benefits for each other. Another definition of business connection is a process of participation of several people or groups of organizations to work together to achieve certain results. There are also those who interpret it as a form of cooperation to achieve the desired results while creating trust between related parties carried out by two people or a group of people in a particular field. Business Connection in business management development is a cooperative relationship between business people to achieve the desired results, cooperate in discussing business matters and be responsible for their work.

Business connections aim to discuss issues about clients in an effort to increase understanding of the extent of the contribution that can be made from each team member and to identify ways to improve quality in serving clients (Shetty, 2020) Business connection relationships can be achieved optimally, if all business people have the desire to work together and have a commitment to the results of the agreement that has been made together.

Leadership

Leadership is one of the most important factors in an organization because most of the success and failure of an organization is determined by the leadership in the organization. Because most of the success and failure of an organization is determined by the leadership in the organization. There are other opinions about leadership as a group process carried out by someone in managing and inspiring a number of jobs to achieve organizational goals through the application of management techniques. Leadership is a leader's way of influencing subordinates with certain characteristics so as to achieve the desired goals(Sofiana et al., 2022). One of the success factors of a leader depends on the leadership techniques used in creating situations that cause the people he leads to arise their awareness to carry out what is desired. In other words, whether a leader is effective or not depends on how his ability to manage and apply his leadership patterns in accordance with the situation and conditions of the organization.

This ability to influence will have a very large impact on the organization, because it shows that the leader can carry out his role in moving, directing, and coordinating various other factors in the organization in order to improve organizational performance. In connection with the role of leaders in influencing their followers, an effective leadership pattern is needed that will be applied in the organization in order to achieve better organizational performance.

Method

The type of research that has been conducted is associative explanatory research, namely research that aims to obtain information, information, data regarding the cause and effect of things that are not yet known. This research also uses a predictive quantitative approach to determine the contribution between variables. Data collection in this study was carried out by several complementary methods as follows: interview; Documentation; and Questionnaire. Interviews are used to find initial information before conducting further research or in other words, this interview is useful for initial tracking of this research. Documentation was used to find preliminary information before conducting further research. Questionnaires were used to measure teacherpreneurial competence, mindset, teaching skills, leadership and connections.

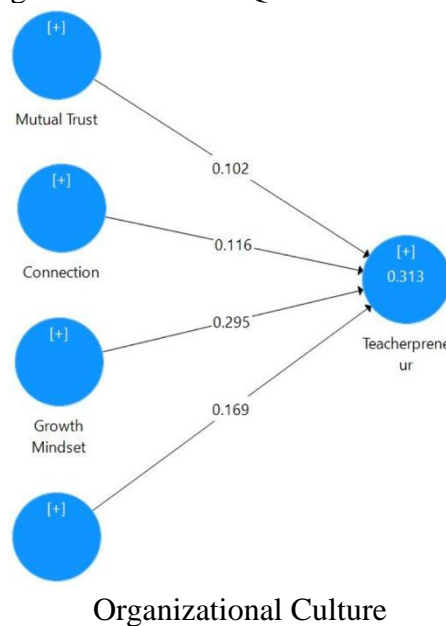
The analysis technique used is Confirmatory Factor Analysis (CFA) with the Structural Equation Model(Nazrul et al., 2021). Prerequisite testing of the instrument before it is declared valid must meet the Keyzer Meyer Olkin (KMO) value greater than 0.05 and the Measures of

sampling adequacy (MSA) value above 0.05. Validity testing is done by looking at Convergent Validity (CV), namely validity is said to be good if the loading factor value is more than 0.4 and significant at 5% (Sheema Tarab, 2021)The reliability estimates used in this study are Composite Reliability (CR) and Alpha coefficient(Nazrul et al., 2021). To make generalizations in data analysis research on respondents using descriptive analysis. Multiple regression analysis is used to determine whether there is a direct influence between the independent variables on the dependent either partially or simultaneously. In this study, multiple regression analysis was used to test the hypothesis that there is an influence of mindset, teaching skills, leadership and their connections on Teacherpreneurial Competence.

Finding

This study used five raters with a rating scale between 1 and 5 with the criteria 1 (not appropriate), 2 (less appropriate), 3 (quite appropriate), 4 (appropriate) and 5 (very appropriate). The analysis technique used is Confirmatory Factor Analysis (CFA) with the Structural Equation Model (SEM) model. The use of this analysis technique, in addition to knowing the validity of an instrument, can also be used to determine the factors or breakdowns in an instrument (Sheema Tarab, 2021)

Figure 1. Results of Quantitative Data Analysis



The coefficient of 0.102 indicates a significant, albeit relatively small, positive relationship between Mutual Trust and Teacherpreneur. That is, the higher the level of Mutual Trust in the educational environment, the higher the likelihood of an increase in Teacherpreneur. This effect is fairly small, so it can be concluded that Mutual Trust has an impact, but not a very large impact on Teacher Tenure. Mutual Trust may contribute to teacher well-being and long-term commitment, but other factors may have a more dominant role.

The coefficient of 0.116 shows a slightly larger positive relationship compared to Mutual Trust. This means that the stronger the Connection (i.e. good social or professional

relationships between teachers, colleagues and institutions), the higher the likelihood of Teacherpreneur

This coefficient value shows a more significant effect than Mutual Trust, although it is still relatively small. The influence of Connection can be interpreted as the importance of mutually supportive networks or relationships in sustaining long-term teaching.

The coefficient of 0.295 shows a greater influence, meaning that Growth Mindset (the belief that abilities can develop through effort and learning) has a stronger influence on Teacherpreneur than Mutual Trust and Connection. Growth Mindset plays an important role in encouraging teachers to continue to develop and persist in their profession. This may include how teachers see challenges, failures and opportunities to learn, which contributes to their long-term commitment to education.

The coefficient of 0.169 indicates a significant positive relationship between Culture (a supportive organizational culture in the workplace) and Teacher Tenure.

Its influence is greater than Mutual Trust and Connection, but slightly smaller than Growth Mindset. A supportive, inclusive and collaborative culture in a school or educational institution can influence teachers to stay longer in the profession. This could include organizational support, a sense of being valued, or opportunities for growth.

The qualitative research results are as follows: Interviews were conducted with 6 teachers working in the Bantul area with business and economic competency specifications. The conclusions from the interview results include the following. The competencies given to students majoring in business and economics are designed to be ready to work and have entrepreneurial values. The methods used in teaching vary from lectures, discussions, bringing in guest teachers or practitioners, even successful alumni to motivate students to strengthen their competencies. The focus of vocational high school teachers is to equip students to be ready to work or be able to open their own businesses. The weakness that has been felt so far is that students are still afraid to open their own businesses, for example, they are only willing to fulfill tasks if asked to follow up, it is considered very burdensome for students.

Table 1. The qualitative research results

Statement	Percentage	Statement	Percentage
Mutual Trust		Connection	
Cooperative	50	Different School	50
Relationship	40	seeing other people	50
Integrity	10	succeed	
Culture		Original Idea	0
Reputation	60	Mindset	
Environment	20	Growth Mindset	50
Communication	20	Fixed Mindset	50

Discussion

Organizational culture can influence the performance of human resources towards the better, which means that teacherpreneurs can be formed, one of which is supported by the creation of a good organizational culture (Agnese Slišāne1, 2022). Based on research conducted by the urgency of organizational culture in forming teacherpreneurs still needs to be changed.

Efforts that can be made to change organizational culture are first to assess the existing culture. Are the values, norms and rules used still able to be adjusted to the times? Then assess the desired culture. This culture must consider the aspirations of the school community and people outside the school.

Individuals with a growth mindset will work harder, never give up, and continue to develop themselves without thinking about the intensive rewards they will get. In the end, teachers with a growth mindset will feel positive benefits for themselves and the students they face. Growth mindset is related to the brain's performance process and the brain's performance process is also related to motivational behavior related to what and how someone thinks about the formation of a teacherpreneur (Nur & Supriyanta, 2023). The goals and needs that a person thinks about will direct them to their motivational behavior. Individuals with a growth mindset believe that intrinsic motivation can be fostered or grown and extrinsic motivation can be internalized. In a holistic view, growth mindset and intrinsic motivation are important and interrelated. Having a growth mindset in teachers is certainly an advantage in itself.

The element of trust with coworkers can make all team members work well together even though they have different tasks and responsibilities. Trust can create cooperation in a condition where all members in the team are able to move to produce positive performance in helping teacherpreneurs. When there is mutual trust in each other, team members are willing to share their knowledge. (Kipkosgei et al., 2020) According to if there is trust in each other in the team, it will be easy to foster cooperation between team members. Trust in coworkers can help the process of sharing important information with each other, there is openness between coworkers so that team members can complete their work properly and form a good teacherpreneur character.

Building relationships with coworkers will increase productivity and satisfaction from teacher performance results and strengthen the growth of teacherpreneurs (Mallillin, 2021). In addition, building positive chemistry with fellow team members, superiors, and clients is very useful for success and comfort in working. That way, you can collaborate and complete tasks well, because a sense of security and comfort arises which indirectly gives birth to creative ideas. Also, having good coworkers will make you enjoy your work days, and train you in decision making. You will appreciate the many differences in each opinion, this will also make you much more open-minded which will ultimately shape your character as a teacherpreneur (Thahir et al., 2021)

Recommendations

To increase teacherpreneur, attention should be paid to developing a growth mindset among teachers, as well as creating a supportive work culture and strong social connections in the workplace. Although Mutual Trust has a positive influence, other factors such as growth mindset, organizational culture, and social connections contribute more to the tenure of a teacher in an educational institution. So, overall, Growth Mindset and Culture are more dominant factors compared to Mutual Trust and Connection in explaining Teacherpreneur in the model tested.

Conclusion

Based on the explanation in the previous chapters, this research can be concluded as follows. The results of the study have four findings, namely, first, the urgency of organizational culture in shaping teacherpreneurs still needs to change so that the higher the organizational culture, the higher the formation of teacherpreneurs. Second, teachers who have a growth mindset have several positive attributes such as being responsible for improving their abilities, seeing setbacks and feedback as opportunities to learn and develop their skills, actively seeking learning opportunities and new challenges. third, self-confidence issues are needed in improving performance and forming the character of a teacher entrepreneur. Every teacher will strive to work wholeheartedly and be willing to accept risks. Fourth, building relationships with colleagues will increase productivity and satisfaction from the results of teacher performance and strengthen to grow teacherpreneur.

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