



THE IMPROVING IN COMPETITIVE ADVANTAGE OF EDUCATION QUALITY AT PRIVATE ISLAMIC JUNIOR HIGH SCHOOLS IN PRINGSEWU DISTRICT, LAMPUNG

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Abstract: This study aims to determine and to examine the influent of visionary leadership and total quality management through organizational culture on the competitive advantage of education quality at Private Islamic Junior High Schools (MTs) in Pringsewu Regency, Lampung. This research includes quantitative research of the ex-post facto type with a sample of 205 teachers through proportional random sampling. The data collection through documentations and questionnaires, then the results were analyzed by using correlational research methods through regression analysis, path analysis, and Sobel test. The results showed that both directly and indirectly, the variable: visionary leadership, total quality management, and organizational culture partially and simultaneously have the positives and the significant influents on competitive advantage. In percentage terms, competitive advantage is influenced by: visionary leadership is 34.2%, total quality management is 48.8%, organizational culture is 79.8%, and of the three variables are 91.2%, if visionary leadership, total quality management, and organizational culture increase, so that the competitive advantage will also increase.

Introduction | مقدمة

One of the various research results states that the society 5.0 era is characterized by changes in organizations (Xing et al, 2019), and the existence of increasingly fierce competition between organizations (Raharjo & Fernandes, 2018), so that organizations must have a competitive advantage in order to survive and excel in competition (Pangarso et al, 2020). In recent years, competitive advantage has become a topic, study, and solution to the problem of education quality that has been widely researched in various countries, including: Russia applies it through digital technology (Krasota et al, 2020; Gruzina et al, 2020), Hong Kong through student skills and innovation (Lo & Tian, 2020), New Zealand through relatively low costs (Morrish & Lee, 2011), Iran emphasizes the quality of human resources, differentiation, and low costs (Nadzir & Muhammad, 2020), Oman through improving human resources and strategic management (Alhabsi & Alfawair, 2023), and Pakistan through leadership innovation (Manzoor et al, 2023).

While in Indonesia competitive advantage is applied through: human resource development, curriculum, and cooperation (Chotimah et al, 2023), bilingual learning and the Syafahy Tahriry method (Rohmawati et al, 2022), good output and community trust (Puspita & Sugiyono, 2021), continuous innovation learning (Sundusiah et al, 2022), and the role of leadership (Nurlaili, 2023). Thus, it can be concluded that the efforts applied both in these various countries and in Indonesia in increasing the competitive advantage of the quality of education are largely through learning, digital technology, student skills, low costs, quality of human resources, leadership, and management.

Competitive advantage is synonymous with a high-performance advantage achieved by an organization compared to others in terms of the same product, service, or market (Porter (1993). For educational institutions, this is indicated by the number of students increasing every year, there is the implementation of superior programs, has many achievements, is in demand by the community, good service, and organized management. The determining factor of an educational institution is said to be successful in organizing its education, which can produce generations with morals, knowledge, quality, and ability to compete. But in fact, many educational institutions in Indonesia have not shown an increase in quality, especially in producing students who are competent and able to compete internationally.

Based on data from the 2018 World Culture Index Score survey results, Indonesia is 60th out of 61 countries (Noreza and Awang, 2023), so it is known that the quality of education is still low. This problem may be due to inconsistent education policies, expensive education costs, uneven facilities, changing curriculum, unqualified human resources, and unorganized strategic management. These various problems, until now quality is still an unresolved topic in various educational institutions, both public and private, especially in 29 private MTs. in Pringsewu district, Lampung province.

Data from the AKM 2021 results, Lampung is ranked 17th (4.04%) out of 34 provinces and Pringsewu district is 7th in Lampung province (BPMP Lampung, 2021). Therefore, the competitive advantage of education quality is an important thing to research, especially in private Madrasah Tsanawiyah in Pringsewu district. This can be achieved through quality human resources (HR) (Silalahi & Panjaitan, 2023), quality HR cannot be separated from visionary leadership (Phillips et al, 2018), and visionary leaders are vision-oriented (Nanus, 1992) and are the key to moving an organization in improving the quality of education (Supriyadi et al, 2023). In order to achieve the vision, sustainable management is needed (Sallis, 2002), while the success of its work through organizational culture (Schein, 1985: Sumarni, 2017).

Visionary leadership, TQM, and organizational culture affect competitive advantage. This statement is based on research by McMullin & Raggo (2020) and Wijayanti et al (2022) which concluded that visionary leadership has an influence on competitive advantage. Sulhan & Rifa'i (2023) concluded that visionary leaders can lead madrasahs to become superior and competitive institutions. Madarip et al (2020)

concluded that TQM has a significant effect on competitive advantage in the automotive industry in Malaysia, and Rachmayuni and Lestari (2020) concluded that organizational culture has a positive effect on competitive advantage in pharmaceutical companies in Bandung.

Based on the theory and research results, this study intends to empirically test four variables regarding visionary leadership (X_1) and total quality management (X_2) on competitive advantage (Z) through organizational culture (Y) at private MTs. in Pringsewu district. This research needs and is important to be carried out because visionary leadership, TQM and organizational culture have not clearly influenced the competitive advantage of education quality at MTs. Private. In addition to that, no previous research has been found that examines these four variables in one study in Indonesia, especially in Lampung province and more specifically in Pringsewu district, but researchers believe there must be research even though it is still possible.

Based on these objectives, this research is expected to provide theoretical benefits and practical benefits. In terms of theoretical benefits, this research is expected to contribute to the science of education related to increasing the competitive advantage of education quality through visionary leadership, total quality management, and educational organizational culture in general and especially for private MTs. in Pringsewu district in particular and can be an empirical reference for further research. In terms of practical benefits, this research is expected to be useful for all parties in an effort to formulate, plan, and make policies regarding increasing the competitive advantage of the quality of educational institutions in an ethical, innovative, competitive, and progressive manner.

Method | منهج

This research is quantitative, ex-post facto type, and correlational research. The research subjects included all non-civil servant teachers at 29 private MTs. in Pringsewu district with a population of 422 people, 35 people the pilot study, and the samples was 205 people calculated by the Slovin formula. The number of its sample proportions for each school through proportional random sampling method and the data collection techniques through questionnaires and documentation. To measure the four variables, this study developed the questionnaire based on the expert's statement, they are: (1). Competitive advantage (Z) variable was used the statement of Kotler & Keller (2009), (2). Visionary leadership (X_1) variable was used the statement of Komariyah & Triatna (2010), (3). Total quality management (X_2) variable was used the statement of Tenner (1994), and (4). Organizational culture (Y) variable was used the statement of Luthan (2005). The questionnaire grid was measured on a Likert scale (1 to 5), and the number of instrument items for each variable is 15 items, so all the instrument items in the questionnaire are 60 items. At the pre-research stage, validity and reliability tests were carried out while the data prerequisite tests used: normality test, linearity test, and heteroscedasticity test.

Then, according to the previous description that this study will test 4 variables: visionary leadership (X_1), total quality management (X_2), organizational culture (Y), and competitive advantage (Z), by the systematic framework of this study described as follows:

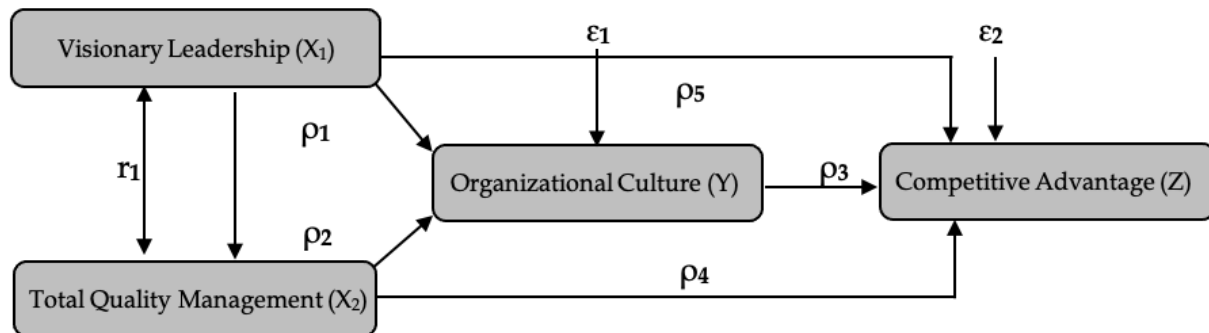


Figure 1. Path diagram of the variable's relationship

Based on the framework, so the hypotheses are in this research study include: (1). There is an influence of X_1 on X_2 at MTs. private in Pringsewu district, (2). There is an influence of X_1 on Y at private MTs. in Pringsewu district, (3). There is an influence of X_1 on Z at MTs. private in Pringsewu district, (4). There is an influence of X_2 on Y at private MTs. in Pringsewu district, (5). There is an influence of X_2 on Z at MTs. private in Pringsewu district, (6). There is an influence of Y on Z at MTs. private in Pringsewu district, (7). There is an influence of X_1 and X_2 on Y at MTs. private in Pringsewu district, (8). There is an influence of X_1 and X_2 on Z at private MTs. in Pringsewu Regency, and (9). There is an influence of X_1 and X_2 on Z through Y at private MTs. in Pringsewu Regency, and to test the hypothesis results of research data, this study uses regression analysis techniques, Path Analysis and Sobel Test.

Result | نتائج

The Analysis of Data Result

Based on a pilot study on 35 samples (n), with a significance level of 0.05 ($Df = n - 2 = 33$), the R-table value = 0.334 is obtained and the questionnaire is said to be valid if R-count > 0.334. As for the validity test results, out of 60 instrument items, 5 items were declared invalid, namely on item: $Z.05 = 0.246$, $X_1.28 = 0.223$, $X_1.14.29 = 0.277$, $X_2.40 = 0.314$, and $Y.46 = 0.285$ so that the instrument is reduced and becomes 55 valid items and is used in research. While the reliability test is categorized as very high and reliable because the Cronbach's alpha value is obtained > 0.334 at: $Z = 0.901$, $X_1 = 0.915$, $X_2 = 0.920$, and $Y = 0.888$.

The questionnaire is well distributed over the 205 samples with statistical distribution data, as follows:

Table 1. The statistical distribution data of the research questionnaire

Descriptive Statistics				
	X ₁	X ₂	Y	Z
Valid N	205	205	205	205
Std. Deviation	2.068	2.065	2.120	1.890
Variance Statistic	4.275	4.264	4.494	3.574
Mean Statistic	56.38	56.93	57.55	58.00
Minimum	52	52	53	53
Maximum	61	62	62	61
Skewness	-.443	.106	-.017	-.099
Kurtosis	-.554	-.050	-.756	-1.242
Sum	11557	11670	11798	11891

Source: Statistical test results of SPSS v.25 questionnaire

The analysis of data prerequisite test results is as follows:

1. Normality test, the data was analyzed using SPSS v.25 through normal probability plot analysis (normal P-P plot) and Kolmogorov Smirnov test.

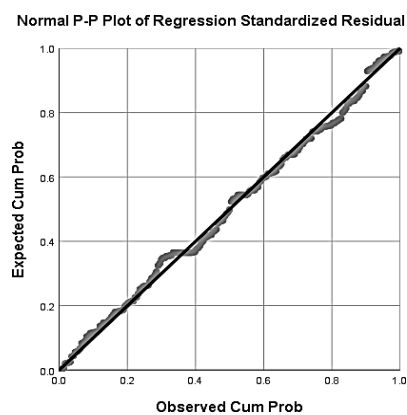


Figure 2. The result normality test by normal P-P plot

From the figure above, the result showed that the plotting points are spread following the direction of the diagonal line, so it is concluded that the data distribution in this study is normally distributed.

Table 2. The result of normality test

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		205
Normal Parameters ^{a,b}	Mean	.0000000
	Std Deviation	2.17456604
Most Extreme Differences	Absolute	.046
	Positive	.046
	Negative	-.045
Test Statistic		.046
Asymp. Sig. (2-tailed)		.200 ^{c,d}
<i>a. Test distribution is Normal.</i>		
<i>b. Calculated from data.</i>		
<i>c. Lilliefors Significance Correction.</i>		

Then, at the Kolmogorov Smirnov test results for X₁, X₂, Y, and Z obtained an asymptotic significant value of 0.200, (0.200 > 0.05) so it is concluded that the variable data is normally distributed.

2. Linearity test through test for linearity analysis

Table 3. The result of linearity test

Test For Linearity					
	X ₁ *Y	X ₁ *Z	X ₂ *Y	X ₂ *Z	Y*Z
N	205	205	205	205	205
Mean	57.55	58.00	57.55	58.00	57.55
Stand. Deviation	2.120	1.890	2.120	1.890	2.120
Sum of Squares	916.712	728.995	916.712	728.995	916.712
Means Square	28.747	30.470	45.761	39.018	105.182
R Square	.253	.342	.464	.488	.798
F	8.519	13.065	19.337	22.342	114.838
Deviation from Linearity	.438	.237	.145	.023	.575
Sig.	.000	.000	.000	.000	.000

Source: The linearity test results of SPSS v.25

If the deviation from linearity value > 0.05, then there is linearity between variables, otherwise, if the deviation from linearity value < 0.05, then there is no linearity between variables. Based on this table, the deviation from linearity value > 0.05, so it is concluded that the independent variable and the dependent variable have linearity.

3. Heteroscedasticity test, through Glejser analysis

Table 4. The result of heteroscedasticity test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.679	.959		1.752	.081
Visionary Leadership (X ₁)	.025	.017	.125	1.427	.155
Total Quality Management (X ₂)	-.010	.020	-.052	-.514	.608
Organization's Culture (Y)	-.006	.031	-.032	-.202	.840
Competitive Advantage (Z)	-.025	.037	-.117	-.690	.491

a. Dependent Variable: ABS_RES

Source: The heteroscedasticity test results of SPSS v.25

The data was in the table obtained values: X₁ = 0.155, X₂ = 0.608, Y = 0.840, and Z = 0.491. The value of the four variables is greater than 0.05, so it can be concluded that the data does not occur symptoms of heteroscedasticity

The Research Result Data

This research used 205 (n) samples (Df = n - 1), so that the T-table value = 1.652 and the F-table value = 3.888 were obtained, and also it analyzes the influence between variables: visionary leadership (X₁), total quality management (X₂), organizational culture (Y), and competitive advantage (Z) with 9 hypothesis formulations. The total test data results are as follows:

Table 5. The recapitulation of total research hypothesis test results

Hypothesis	R-value	R-square	T-count	F-count	Results	Conclusion
There is an influence of X1 on X2	0.491	0.241	8.030		$H_1 : \beta \neq 0$	Influential
There is an influence of X1 on Y	0.503	0.253	8.287	68.681	$H_1 : \beta \neq 0$	Influential
There is an influence of X1 on Z	0.585	0.342	10.283	105.743	$H_1 : \beta \neq 0$	Influential
There is an influence of X2 on Y	0.681	0.464	13.255	175.708	$H_1 : \beta \neq 0$	Influential
There is an influence of X2 on Z	0.698	0.488	13.899	193.179	$H_1 : \beta \neq 0$	Influential
There is an effect of Y on Z	0.894	0.798	28.354	803.957	$H_1 : \beta \neq 0$	Influential
There is an influence of X1 and X2 on Y	0.794	0.706	13.923	101.534	$H_1 : \beta \neq 0$	Influential
There is an influence of X1 and X2 on Z	0.860	0.660	16.162	131.194	$H_1 : \beta \neq 0$	Influential
There is an effect of the influence of X1 and X2 on Z through Y	0.912	0.831	528.239	329.191	$H_1 : \beta \neq 0$	Influential

Source: SPSS v.25 test results, processed by researchers

The total test results in the table above, then compiled a trajectory of the results of the value between variables which in detail is presented through the following figure:

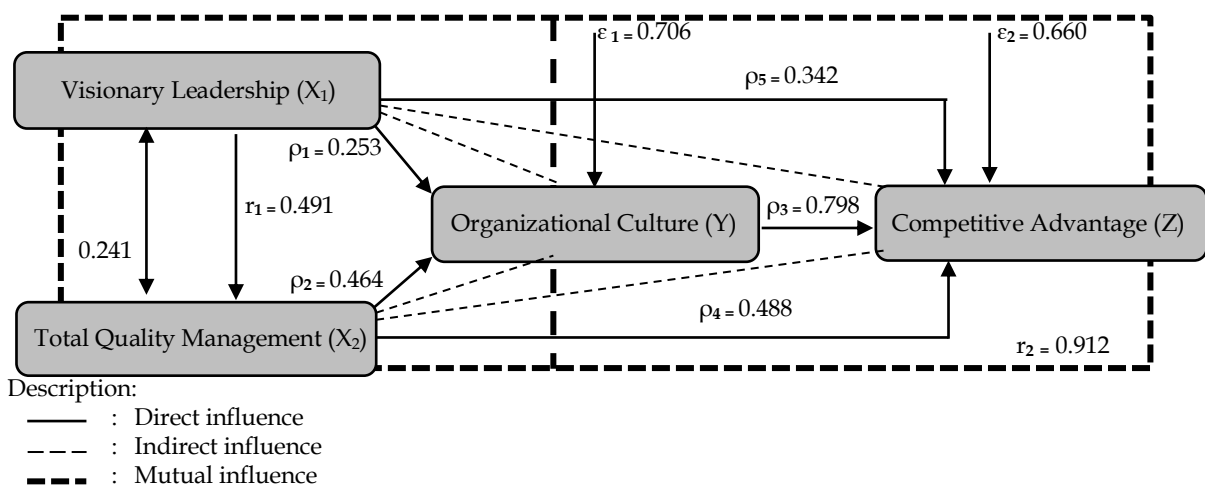


Figure 3. The value trajectory result between variables

Discussion | مناقشة

Based on the data test results show that:

1. Visionary leadership has a positive and significant effect on total quality management, so the first hypothesis "there is an influence of X_1 on X_2 at MTs. private in Pringsewu Regency" is accepted. The results of this study are in accordance with the research of Bagwell (2020) and Le Dao et al (2020) which concluded that the success of total quality management is influenced by visionary leadership.
2. Visionary leadership has a positive and significant effect on organizational culture, so the second hypothesis "there is an effect of the influence of X_1 on Y at MTs. private in Pringsewu Regency" is accepted. The results of this study are in accordance with the research of Thamrin (2020), Dalimunte (2021), and Debora et al (2022) concluded that visionary leaders who can create a good work climate, so that staff who do not work ethically can realize, become embarrassed, and try to improve their work.
3. Visionary leadership has a significant positive effect on competitive advantage, so the third hypothesis "there is an effect of the influence of X_1 on Z at private MTs. in

Pringsewu Regency" is accepted. The results of this study are in accordance with the research of Wijayanti et al (2022); Mubarok et al (2022); and Sulhan & Rifa'i (2023), which concluded that visionary leadership determines the success of competitive advantage in education, can bring the institution into a superior and competitive institution in accordance with the times and is able to be accountable.

4. Total quality management has a positive and significant effect on organizational culture, so the fourth hypothesis "there is an effect of X_2 effect on Y at MTs. private in Pringsewu Regency" is accepted. The results of this study are in accordance with research conducted by Belarmino (2019) and Nurmiati et al (2022) which concluded that total quality management emphasizes the importance of a culture in designing and paying attention to improving services so that what madrasah needs and wants can be done.
5. Total quality management has a positive and significant effect on competitive advantage, so the fifth hypothesis "there is an influence of X_2 on Z at private MTs. in Pringsewu Regency" is accepted. The results of this study are in accordance with the research of Amna et al (2021); Abdulameer et al (2021); Ramlawati et al (2022); and Rahmawati et al (2022) which concluded that with total quality management, madrasah can: improve its resources, find out its shortcomings and weaknesses, and improve continuous improvement to meet the wishes of customers or the community.
6. Organizational culture has a positive and significant effect on competitive advantage, so the sixth hypothesis "there is an influence of Y on Z at private MTs. in Pringsewu Regency" is accepted. The results of this study are in accordance with the research of Azhad et al (2018) and Halima & Mardiana (2020) which concluded that organizational culture has an influence in increasing competitive advantage.
7. Simultaneously, visionary leadership and total quality management have a positive and significant effect on organizational culture, so the seventh hypothesis "there is an influence of X_1 and X_2 on Y at private MTs. in Pringsewu Regency" is accepted. The results of this study are in accordance with the research of Creemers & Reynolds (2002), which concluded that an organization will not progress without a good organizational culture and the best role of a visionary leader.
8. Simultaneously, visionary leadership and total quality management have a positive and significant effect on competitive advantage, that the eighth hypothesis "there is an influence of X_1 and X_2 on Z at MTs. private in Pringsewu Regency" is accepted. The results of this study are in accordance with the research of McMullin & Raggo (2020) which concluded that visionary leadership has a significant effect on competitive advantage in education.
9. Simultaneously, visionary leadership and total quality management have a positive and significant effect on competitive advantage through organizational culture that

the ninth hypothesis, namely "there is an influence of X_1 and X_2 through Y on Z at private MTs. private in Pringsewu Regency" is accepted. The results of this study are in accordance with the research of Jameel et al (2021) which concluded that total quality management through organizational culture affects competitive advantage.

Conclusion | خاتمة

Based on research data and all the theories that have been mentioned, this research can be concluded as follows:

1. Competitive advantage is an advantage and ability possessed by educational institutions to strive to improve the quality of education to be better, superior, and able to compete with other educational institutions.
2. Visionary leadership is vision-oriented leadership to realize common goals in the future and determine the quality of educational institutions.
3. Total quality management (TQM) is a management with a continuous improvement process in education to meet customer needs and wants.
4. Educational organizational culture is an action taken in an effort to form norms and behaviors that are formed through a process in order to last a long time in an educational institution.
5. Based on the results of research data on variable testing: visionary leadership (X_1) and total quality management (X_2) on competitive advantage (Z) through organizational culture (Y) at MTs. private in Pringsewu district, that:
 - 1) X_1 has a positive and significant effect on X_2 by 24.1%, then $H_1 : \beta \neq 0$ is accepted so that if X_1 increases, then X_2 also increases.
 - 2) X_1 has a positive and significant effect on Y by 25.3%, then $H_1 : \beta \neq 0$ is accepted so that if X_1 increases, then Y also increases.
 - 3) X_1 has a positive and significant effect on Z by 34.2%, then $H_1 : \beta \neq 0$ is accepted so that if X_1 increases, then Z also increases.
 - 4) X_2 has a positive and significant effect on Y by 46.4%, then $H_1 : \beta \neq 0$ is accepted so that if X_2 increases, then Y also increases.
 - 5) X_2 has a positive and significant effect on Z by 48.8%, then $H_1 : \beta \neq 0$ is accepted so that if X_2 increases, then Z also increases.
 - 6) Y has a positive and significant effect on Z by 79.8%, then $H_1 : \beta \neq 0$ is accepted so that if Y increases, then Z also increases.
 - 7) Simultaneously, X_1 and X_2 have a positive and significant effect on Y and the achievement of Y is influenced by other variables by 70.6%, then $H_1 : \beta \neq 0$ means accepted so that if X_1 and X_2 increase, then Y also increases.
 - 8) Simultaneously, X_1 and X_2 have a positive and significant effect on Z and the achievement of Z is influenced by other variables by 66%, then $H_1 : \beta \neq 0$ is accepted so that if X_1 and X_2 increase, Z also increases.

- 9) Simultaneously, X_1 and X_2 through Y have a positive and significant effect on Z by 91.2%, then $H_1 : \beta \neq 0$ is accepted so that if X_1 and X_2 increase, Y and Z also increase and if Z is achieved, Y is also achieved

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