Analysis to Realize Competitive Advantage Through Education Management

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ABSTRACT

This research focuses on the study of management in educational leadership at school organizational levels. The aim is to analyze all leadership management indicators that determine school excellence. This research uses a library research method where researchers collect relevant data from books, journals, dissertations, theses and theses without conducting a field survey. Then the results of data collection were analyzed for suitability of the research topics and themes to the theme of this research. The results of the analysis show that leadership management indicators for realizing school excellence include aspects of organization, learning, human resources and infrastructure, and organizational culture.

Keyword: *leadership management, competitive advantage*

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1. INTRODUCTION

Leadership variables play an important role in realizing changes in organizational governance. Many studies have been conducted on leadership styles in educational organizations, with various research approaches used, both qualitative and quantitative approaches. As does Jackson(Suaeb et al., 2021)in conducting an exploratory study of aspects of research methodology for articles published in three educational leadership journals, where the articles were published between 2013 and 2017, showed that the methodological design choice used more qualitative methods than quantitative and mixed methods. This means that many studies on leadership have been carried out. Experts and researchers in the field of leadership have developed leadership terminology based on traits, behavior, influence, interaction patterns, role relationships, and position of control.

According to Day & Sammons in(Suaeb et al., 2021)The concepts of leadership, management and administration experience overlap in their application, but over time they have been given different emphasis over time and in different contexts, so that their use varies in different countries with different professional cultures. Day & Sammons further explained that this difference in leadership and management emphasis reflects variations in the function of the educational system and policy context, but the origin of leadership is in the role of the leader itself (Suaeb et al., 2021). Leadership and management are not synonymous themes, someone can be a manager without having to be a leader, on the contrary someone can manage without having to lead

Leadership management capabilities influence organizational change. These dimensions of change are reflected in changes in school culture, organizational commitment of the school community, teacher teaching motivation, quality of learning, and as an output, student achievement.The results of primary literature studies from several books and previous research results reveal that leadership with various specific styles contributes to the progress of an organization, such as the transformative leadership style.There is a positive and significant relationship between transformational leadership and school climate, meanwhile, there is a positive and very significant relationship between organizational climate variables and teacher work

productivity variable.Organizational climate and transformative leadership have a big influence on teacher performance(Wardoyo, 2018). The task of transformational leaders is to inspire, stimulate intellectually, and provide individual attention, in contrast to transactional leadership which practices strengthening contingent followers or subordinates. Within the school itself, the principal can play a key role in improving teaching and student achievement. School principals as leaders of educational institutions at the school level are required to have leadership abilities that can encourage schools to realize school excellence to be able to compete for progress.

Based on the results of empirical observations made by the author, schools have not shown any changes in leadership abilities in line with the changes that occurred during the pandemic. The challenge of school leadership lies in the ability to innovate in the fields of learning, human resource management, facilities and infrastructure management, and school financial management that is transparent and accountable to the government.(Mulyasa, 2022)revealed that the challenges faced by schools during the pandemic were: financial constraints, dilapidated infrastructure, lack of human resources, and teacher competency problems. Remembering that during the difficult times of the Covid 19 pandemic, schools are facing an uncertain situation, schools are required to have the ability to adapt to the existing situation, formulate new leadership strategies and be responsive to change.(Yukl et al., 2019)Strategic contingency theory explains that all organizations must overcome crisis situations, especially those involving the technological processes used to perform tasks and adapt to unexpected events within the environment. do. do. According to Yukl, a problem will become a crisis when it is clearly critical to the survival and prosperity of the organization. Therefore, organizations need members with specialized knowledge to solve the critical problems they face. (Yukl et al., 2019)

By referring to several related literature and analysis of various research results that are relevant to the study topic, this article examines school leadership variables in realizing excellence, being able to face competition amidst rapidly changing situations by offering the leadership management needed for situations when there is an unexpected disaster. expected. This article was formulated on the basis of the assumption that leadership effectiveness is a determinant of organizational progress with the power, authority and influence inherent in it.(Yukl et al., 2019)explains Organizational effectiveness leads to the long-term prosperity and survival of an organization. Yukl believes that successful organizations must adapt to their environment, obtain the necessary resources, and manage their business in an efficient manner. Yukle says leaders can influence an organization's performance in a variety of ways, including decisions about competitive strategy, talent, management programs, systems, and organizational structure.(Yukl et al., 2019). In the context of school organizations, effective principals provide a clear vision and direction for the school(Suaeb, 2022)

This research focuses on the study of educational leadership management at the school organizational level to realize competitive advantage. If there's an aim of this research is that we wanted to analyze leadership management indicators that determine school progress. The results of this research are useful as a reference in understanding various indicators that show school excellence, so that schools have the ability to face competition.

2. RESEARCH METHOD

This study did not conduct field survey but adopts the method of library survey i.e. collecting relevant data from thesis, journals, seminars etc. Library survey is a study which utilizes library sources to obtain research data. (Sari, 2021)The library materials used as references in this study are books, international and national journals related to the research topic. The data required for this study are qualitative texts with statements and scientific percentages presented by experts and researchers closely related to the topic of discussion.

The study took place over a period of three weeks and began with the collection of theses and papers, followed by an analysis of the suitability of the research topic with that of the present study, while the explanation of the findings described various indicators of leadership management to achieve competitive advantage in schools.

3. RESULTS AND DISCUSSION

Based on the results of the analysis of books and scientific journals used in the research, leadership management indicators for realizing school excellence include: aspects of organization, learning, resources (human and infrastructure), and organizational culture. These management indicators determine school

excellence. So that educational leadership management by school leaders must be more focused on meeting these indicators. The results of the analysis regarding these indicators can be described as follows.

A. Organizational Aspect

Management modernization is an important aspect that cannot be ignored. In the era of the pandemic, adopting modern organizational management is an important thing to do. Management cannot be considered as an aspect of educational institutions that is fixed and cannot be changed (Carina et al., 2022). An organizational leader can develop management that suits development demands. School management needs to be directed towards developing overall school quality. One organizational management model that can be developed is integrated quality management (total quality management). If we look intoSallis in(Nasution, 2019)Total quality management is an improvement philosophy that can provide any educational institution with a practical set of tools to meet the needs, demands, and expectations of current and future customers.. Total quality management not only achieves higher quality, but also affects all segments of a school's educational process, including organizational management, human relationships, physical resources, and human resources. (Hadi, 2018).Total quality management and interpersonal communication have a positive and significant effect on student satisfaction, both directly and through the mediation of service quality

The increasingly rapid progress of information technology is driving changes in organizational governance in all dimensions, including the financial dimension. In the financial sector, schools need to adopt an integrated information management and financial administration system. One management model that can be applied is an integrated financial management system. The implementation of an Integrated Financial Management System (IFMIS) has become a core element of financial transformation to drive efficiency, data management security and comprehensive financial reporting. (Suaeb et al., 2021).EMIS is a collection of school information that has been organized as material for schools to plan and make decisions. EMIS is a formal management method for providing accurate and timely educational information, so that decision-making, planning, project development and other educational management functions can be carried out effectively.In the current era, one alternative for school financial management, especially in the pandemic era, is the development of a website-based school financial management system to support the management of school financial administration, especially during the Covid-19 pandemic, to support government policies in efforts to digitize administrative and financial services in school (Nasution, 2019)The implementation of a management information system has a significant effect on the quality of the decision-making process carried out by the school principal (Mbuik, 2019).

B. Learning Aspect

The quality of the educational process is one of the indicators that determine the excellence of a school. Digitizing learning activities is a way for schools to gain a competitive advantage. Technology is revolutionizing the world of education and its application in schools cannot be ignored. Facts show that the advent of computers in education has made it easier for teachers to impart knowledge and for students to acquire knowledge, and the use of technology has become more enjoyable. Technology has made the teaching and learning process more enjoyable. (Suaeb, 2022). Digitalization of the education sector can be implemented at the levels of: administration, teaching and learning, evaluation, research and school development (Mbuik, 2019)

Implementing teaching and learning activities in schools can maximize the use of technology as an instrument to realize quality learning. With advances in information and technology such as during the pandemic, all learning activities are directed at the use of technology with online learning models (e-learning). Therefore, the quality of teachers determines the quality of learning. Teacher competency influences learning motivation. Competence, teacher performance and principal leadership both partially and simultaneously influence the quality of education, and competency has a dominant influence on the quality of education. The principal must be an instructional (learning) leader, the principal must spend a lot of time coaching and evaluating teachers, developing school programs, and predicting positive student achievement gains. Based on several research results, school principals as learning leaders in schools are urged to make adjustments to learning management in schools. All learning activities carried out can no longer rely on conventional learning activities. Teachers must start to get used to using online learning media (e-learning) using existing learning applications.

C. Resource Aspect

The resource aspect is an important part of driving school progress, both human resources and material resources. Human resources which include student readiness, teacher quality and staff ability are

determinants of school progress. Likewise with material resources, such as learning facilities and infrastructure. (Mbuik, 2019) in his research, it was revealed that teacher competence influences learning motivation, learning facilities influence learning motivation, student readiness influences learning motivation, and learning motivation influences learning achievement. Therefore, in the current era of change, school principals must have management strategies that are effective and responsive to change. (Darma & Banurea, 2019)The principal's strategy is to improve the quality of human resources in the ICT field in terms of facilities and infrastructure, to increase openness to developments that will occur in the Digital 4.0 era, and to respond quickly to changes. Be familiar with the 4C formula: critical thinking, creativity, communication and collaboration, in the 4.0 era, which emphasizes process and results.

Meanwhile, Day & Sammons are in (Suaeb et al., 2021) revealed that an effective principal provides a clear vision and direction for the school, has a priority scale, focuses attention on teachers and staff, and allows teachers to develop initiatives that will have an impact on student achievement. School leaders improve the teaching and learning process indirectly and the biggest influence is through motivating teachers and staff, showing commitment and building good conditions for work (Pianda, 2018). This means that the principal's leadership indirectly influences student achievement, but through his leadership abilities the principal provides motivation and guidance to teachers and staff. Research result (Lukman et al., 2020). shows that internal dimensions such as clarity of school mission, learning organization, improving learning practices, and improving school climate are related to the principal's instructional leadership practices with a relationship percentage of 91.22%.

D. Aspects of Organizational Culture

Organizational culture is a variable that influences the performance of an organization. Organizational culture consists of the assumptions, beliefs, and values shared by its members. Organizational culture focuses on individual values, beliefs, and norms and how these perceptions combine or unite in organizational meanings (Sumarto, 2020). Underlying beliefs and values help members face survival issues in the external environment and maintain internal integration (Yukl et al., 2019). The culture of each organization is different, some are strong, some are weak, or there may be one dominant culture in an organization. Organizational culture is formed by members of the organization as a form of moral agreement, but there is also the situational influence of leaders, because over time leaders can also influence culture (Yukl et al., 2019). Organizational culture has a strong relationship with leadership, because culture greatly influences the implementation of leadership. To create a conducive organizational culture, the role of organizational leaders is very decisive

The principal as a school leader plays an important role in creating an organizational culture that supports the performance of teachers and staff. Organizational culture supports the work enthusiasm of teachers. Therefore, school principals need to implement leadership management that can develop a flourishing teacher work culture. Across the country, quality leadership and a positive school climate are critical to the success of every principal, student, and school (Malik et al., 2021)Thus, educational leadership at the school level is required to be able to adopt a leadership approach that is appropriate to the changing context during the pandemic. In the midst of uncertain situations and conditions, every educational leader needs to implement effective leadership strategies. School principals are required to be able to develop a work culture that is in accordance with the development of the social and cultural life of the community. In his research (Beauchamp et al., 2019), revealed that amidst the uncertain situation due to the pandemic, school principals need to develop a pragmatic approach to values and attitudes, moral and emotional, work for the common good, and improve personal relationships with parents, staff, students and various external institutions. The leadership role of the school principal in supporting school culture and quality is very influential in improving school quality

4. CONCLUSION

Based on the description in the results section and discussion above, the results of the research can be concluded that educational leadership management implemented at the school level in order to realize school competitive advantage is focused on several indicators of leadership management, which include: aspects of organization, learning, resources (human and infrastructure), and organizational culture. The results of the literature study of several papers in international and national journals related to the research topic show that these indicators have a significant impact on the excellence of schools in the face of competition

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