The Mediation Partnership Strategy and Competitive Program In Improving The Performance of Vocational High Schools

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Abstract: This research aims to prove and analyze the improvement in the performance of Vocational High Schools (SMK) through increasing industry requirements and organized capability mediated by partnership strategies and competitive programs. The unit of research analysis is Vocational School Leaders in West Java Province. The research method used was a descriptive and explanatory survey with a minimum sample of 338 respondents. The data analysis method used was Structural Equation Modeling with the SmartPLS 9.3.2 statistical analysis tool. The research results show that industry requirements, organized capability, partnership strategy and competitive programs simultaneously have a significant effect on organized performance. Industry requirements partially do not have a significant effect on organized performance. Partnership strategy partially has the most dominant influence on organized performance. Other results show that partnership strategy and competitive programs have a significant influence in mediating industry requirements and organized capability on organized performance. Competitive programs have a significant influence in mediating partnership strategy on organized performance. However, partnership strategy mediation on the influence of industry requirements on organized performance was full mediation and the most dominant compared to other mediations. Managerial implications, to improve the performance of Vocational High Schools (SMK) in West Java which focuses on outcomes (efficiency) can be improved through industry requirements with an emphasis on soft skills in student work motivation mediated by increasing partnership strategies on evaluation factors, especially increasing external evaluations with DU /DI towards the implementation of school programs.

Keywords: Industry Requirements, Organized Capability, Partnership Strategies, Competitive Programs, Organized Performance

INTRODUCTION

Indonesia's Human Development Index (HDI) was ranked 6th in Southeast Asia. Even though the US classifies Indonesia as a developed country, Indonesia's Human Development Index was still low. The Human Development Index (HDI) was based on three basic qualifications that humans need to have, namely long and healthy life; knowledge, and a decent life (Nurul, 2013). To be able to meet this index, improvements are needed in terms of education, starting from changing mindsets to develop the Human Improvement Index (HDI). One of the reasons for the low HDI is because the competitiveness and productivity of the workforce in Indonesia is relatively low, so there is a need to increase productivity so that competitiveness can increase (Adam, 2017), through developing and increasing the education level of the workforce by establishing collaborative relationships with related parties such as government (Aaronson, 2011).

The Human Development Index is indicated by the level of family health due to high unemployment rates and low productivity (Mukhtar et al., 2019)). On the other hand, Budhijana (2020) states that unemployment must also be prevented starting from providing proper education. Therefore, Suryana (2020) explains that education will create an educated layer of society and can form a critical mass, which is an important element for building a civil society and has an influence on the human development index..

The number of unemployed in 2019 reached 7.05 million people, with the Open Unemployment Rate (TPT) decreasing from 5.34% in August 2018 to 5.28% in August 2019. In addition, in August 2019, TPT for secondary school education Vocational occupies the highest position, namely 10.42%, while the lowest TPT is at the elementary school education level and below, namely 2.41% (Central Statistics Agency (bps.go.id), 2020). The high level of open unemployment in TPT for Vocational High School education is due to the low competitiveness of vocational school graduates, because vocational school graduates find it difficult to compete with their equivalent rivals, namely high schools. This is due to a lack of understanding and skills needed for the industry that will be entered (Adam, 2017).

Vocational Schools are important for increasing competitiveness, such as increasing public confidence that Vocational Schools have strong potential in the world of work or that the materials and learning at Vocational Schools are very relevant to the existing needs of the industrial market (Aulia, 2021). The government's efforts are implementing the Teaching Factory program (Adam, 2017). The Teaching Factory carried out is a collaboration between industry and vocational schools to meet workforce needs in accordance with industry needs (Adam, 2017; Putri, Effendi, et al., 2019). Globalization demands competition for jobs and skills in technological development, so that cooperation in the world of education is a step to respond to globalization (Suryana, 2020; Kurniawan, 2021). Companies form strategic alliances to complement their own competencies and capabilities (Das & Teng, 1998). In the end, globalization brings competition or conversely collaboration/cooperation or alliances that link the work sector and the education sector.

Organizational capabilities influence an organization's ability and willingness to invest resources in alliances. Companies are limited by the ability and experience of the organization to do all the innovation themselves. Organizations' technology transfer decisions are necessarily limited by their own technological capabilities (Lin, 1997) and past experience (Nordberg et al., 1996). The flexibility of organizations with high technology can facilitate effective information and communication flows in responding quickly to market demands, while smaller organizations have the potential for large advantages over large organizations in technological development (Dodgson, 1993). Smaller companies tend to have an entrepreneurial management style and structure (Covin & Slevin, 1990), which in turn leads to rapid deployment of all resources for competitive advantage (competitive adventages). Combination of learning and technology capabilities, alliance experience, top

management team characteristics and organizational size to capture organizational capability dimensions.

Based on the description of the phenomenon and gap research above, it is suspected that there was a need for organizations in Indonesia to be able to implement alliance strategies based on industry requirements and organizational capabilities in order to create organizational competitiveness through the education sector, especially vocational education.

METHOD

The approach taken in this research was a quantitative method approach. A quantitative approach in research based on the philosophy of positivism was a method organized to combine the logic of deduction with precise empirical observations of individual behavior to discover and confirm behavior to discover and confirm a set of causal laws that can be used to predict general patterns of human activity (Neuman, 2014). The data analysis techniques used are descriptive statistical analysis and inferential analysis. The statistical analysis technique used in this research was the Structural Equation Model (SEM) approach with the Smart PLS 3.9.2 statistical data processing tool.

In this research, the population was 2764 Vocational High Schools (SMK) in West Java majoring in Mechanical Engineering, Light Vehicle Engineering and Software Engineering. The sampling technique used was Probability Sampling. The technique for determining the minimum sample size uses the formula from Isaac and Michael in Sugiyono (2017:69):

$$S = \frac{\lambda^2.N.P.Q}{d^2(N-1)+\lambda^2.P.Q}$$

S : Number of samples
λ^2 : Chi Square, the value depends on the degrees of freedom and the degree of error. For 1 Degree of Freedom and 5% error, the Chi Square value = 3.841. Chi Square value for 1% error = 6.634 and 10% = 2.706
N : Number of population
P : Probability are right (0,5)
Q : Probability are wrong (0,5)
d^2 : Bias differences 0,01; 0,05, and 0,10.

The using an error rate of 5%, the sample size was 338 Vocational High Schools majoring in Machining Engineering, Light Vehicle Engineering and Software Engineering in West Java.

RESULTS AND DISCUSSION
Model Analysis

The results of remodeling with the SmartPLS 3.9.2 program consist of the PLS Algorithm model and the Bootstrapping model as shown in Figure 2, which is the final model that fits the data.
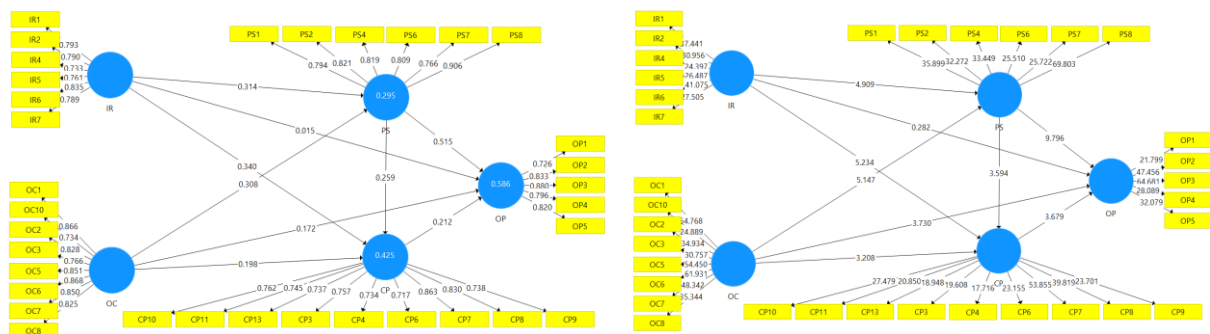
Source: Primary Data Processing, 2024
Figure 2. Final Model Algorithm & Bootstraping SmartPLS

Measurement Model Analysis

The results of the measurement model calculation using Partial Least Square (PLS) in Figure 2 above are presented in the table below.

Table 1. Measurement Model

Variable	Indicator	Loading Factor	STDEV	T Statistics	P Values	Cronbach's Alpha	CR	AVE
Industry Requirement (IR)	IR1 <- IR	0.793	0.021	37.441	0.000	0.874	0.905	0.615
	IR2 <- IR	0.790	0.026	30.956	0.000			
	IR4 <- IR	0.733	0.030	24.397	0.000			
	IR5 <- IR	0.761	0.029	26.487	0.000			
	IR6 <- IR	0.835	0.020	41.075	0.000			
	IR7 <- IR	0.789	0.029	27.505	0.000			
Organized Capability (OC)	OC1 <- OC	0.866	0.016	54.768	0.000	0.932	0.944	0.680
	OC10 <- OC	0.734	0.029	24.889	0.000			
	OC2 <- OC	0.828	0.024	34.934	0.000			
	OC3 <- OC	0.766	0.025	30.757	0.000			
	OC5 <- OC	0.851	0.016	54.450	0.000			
	OC6 <- OC	0.868	0.014	61.931	0.000			
	OC7 <- OC	0.850	0.018	48.342	0.000			
	OC8 <- OC	0.825	0.023	35.344	0.000			
Partnership Strategy (PS)	PS1 <- PS	0.794	0.022	35.899	0.000	0.902	0.925	0.673
	PS2 <- PS	0.821	0.025	32.272	0.000			
	PS4 <- PS	0.819	0.024	33.449	0.000			
	PS6 <- PS	0.809	0.032	25.510	0.000			
	PS7 <- PS	0.766	0.030	25.722	0.000			
	PS8 <- PS	0.906	0.013	69.803	0.000			
Competitive Program (CP)	CP10 <- CP	0.762	0.028	27.479	0.000	0.911	0.927	0.587
	CP11 <- CP	0.745	0.036	20.850	0.000			
	CP13 <- CP	0.737	0.039	18.948	0.000			
	CP3 <- CP	0.757	0.039	19.608	0.000			
	CP4 <- CP	0.734	0.041	17.716	0.000			
	CP6 <- CP	0.717	0.031	23.155	0.000			
	CP7 <- CP	0.863	0.016	53.855	0.000			
	CP8 <- CP	0.830	0.021	39.819	0.000			
	CP9 <- CP	0.738	0.031	23.701	0.000			
Organized Performance (OP)	OP1 <- OP	0.726	0.033	21.799	0.000	0.871	0.906	0.660
	OP2 <- OP	0.833	0.018	47.456	0.000			
	OP3 <- OP	0.880	0.014	64.681	0.000			
	OP4 <- OP	0.796	0.028	28.089	0.000			
	OP5 <- OP	0.820	0.026	32.079	0.000			

Source: Primary Data Processing, 2024

Table 1 shows that the indicators used to measure the variables industry requirement, organized capability, partnership strategy, competitive program and organized performance have a loading factor value greater than 0.70, so they can be declared valid in measuring the variables. All variables measured by these indicators have a Composite Reliability value of more than 0.70, Cronbach's Alpha more than 0.70, and an Average Variance Extracted

(AVE) value of more than 0.50, so that the indicators that measure the variables can be declared reliable.

Structural Model Analysis

Evaluation of the inner model was by testing the Coefficient of Determination or R-Square (R^2) value for the Partnership Strategy, Competitive Program and Organized Performance contracts, as in table 2 below.

Table 2. R-Square (R^2)

Variabel	Cronbach's Alpha	rho_A	CR	AVE	R Square
IR	0.874	0.875	0.905	0.615	-
OC	0.932	0.933	0.944	0.680	-
PS	0.902	0.906	0.925	0.673	0.295
CP	0.911	0.913	0.927	0.587	0.425
OP	0.871	0.883	0.906	0.660	0.586

Source: Primary Data Processing, 2024

Industry requirements and organized capability are able to explain the variability of the partnership strategy construct of 0.295, this value is included in the category of having a weak influence. Competitive Program is 0.425, this value is included in the category of having moderate influence, and organized performance of 0.586 is included in the category of having moderate influence (Hair et al., 2014; Hopkins, 2015).

Evaluation of the predictive power of the model from exogenous latent constructs using Cross Validated Redundancy (Q^2 predictive). Cross Validated Redundancy (Q^2 predictive) values are as shown in the table below.

Table 3. Q^2 predictive

Variable	SSO	SSE	Q² (=1-SSE/SSO)
PS	2028.000	1637.866	0.192
CP	3042.000	2304.993	0.242
OP	1690.000	1053.738	0.376

Source: Primary Data Processing, 2024

The index construct cross-validated redundancy (Q^2 predictive) for the Partnership Strategy, Compatative Program and Organized performance constructs was still greater than 0 (Q^2 predictive > 0), namely 0.192, 0.242 and 0.376, this shows that the Industry Requirement and Organized Capability constructs have still good predictive relevance for Partnership Strategy, Compatative Program, and Organized performance.

Path coefficient was a regression coefficient that shows the direct influence of exogenous variables on endogenous variables in a path model. Based on Figure 2, the following are the estimated output results from the structural model.

Table 4. Path Model

Path Model	Std. Loading Factor	Sample Mean	Std. Deviation	T Statistics	P Values
IR -> PS	0.314	0.314	0.064	4.909	0.000
IR -> CP	0.340	0.341	0.065	5.234	0.000
IR -> OP	0.015	0.013	0.054	0.282	0.778
OC -> PS	0.308	0.311	0.060	5.147	0.000
OC -> CP	0.198	0.195	0.062	3.208	0.001
OC -> OP	0.172	0.171	0.046	3.730	0.000

PS -> CP	0.259	0.261	0.072	3.594	0.000
PS -> OP	0.515	0.518	0.053	9.796	0.000
CP -> OP	0.212	0.213	0.058	3.679	0.000

Source: Primary Data Processing, 2024

The results of the path analysis test show that all path models are significant at an error level of 5% as indicated by t statistics > 1.96 and p values < 0.05, except for industry requirements on organized performance with t statistics 0.282 < 1.96 and p values 0.778 > 0.05.

The effect size (f^2) value can be calculated by noting the change in R^2, when certain constructs are removed from the model. This value was used to see whether the exogenous latent influence on the endogenous latent variable has a substantive influence.

Table 5. Efek Size (f^2)

Variabel	PS	CP	OP
IR	0.101	0.133	0.000
OC	0.098	0.045	0.046
PS		0.082	0.417
CP			0.063

Source: Primary Data Processing, 2024

The effect size of the Industry Requirements construct, whether present or not in the model, is in the category of moderate influence on partnership strategy and competitive programs, but has a weak category on organized performance at the structural level. The organized capability construct, whether present or absent in the model, falls into the category of weak influence on partnership strategy, competitive programs, organized capability. The partnership strategy construct, whether present or not in the model, is in the category of weak influence on competitive programs, but is in the category of strong influence on organized capability. The competitive program construct, whether present or not in the model, is in the weak influence category (Hair et al., 2014; Hopkins, 2015).

Hypothesis Test

The results of hypothesis testing based on this research consist of six hypotheses, as in the table below.

Table 6. Hypothesis Test

	Hypothesis	Loading Factor	Std. Deviation	T Statistics	P Values	Result
H1	IR -> OP	0.015	0.054	0.282	0.778	Rejected
	OC -> OP	0.172	0.046	3.730	0.000	Accepted
	PS -> OP	0.515	0.053	9.796	0.000	Accepted
	CP -> OP	0.212	0.058	3.679	0.000	Accepted
H2	IR -> PS -> OP	0.161	0.036	4.497	0.000	Accepted
H3	OC -> PS -> OP	0.159	0.036	4.371	0.000	Accepted
H4	IR -> CP -> OP	0.072	0.023	3.189	0.002	Accepted
H5	OC -> CP -> OP	0.042	0.018	2.288	0.023	Accepted
H6	PS -> CP -> OP	0.055	0.024	2.327	0.020	Accepted

Source: Primary Data Processing, 2024

CONCLUSION

1. The results of testing the first hypothesis state that there is an influence of industry requirements, organized capability, partnership strategy, and competitive program which simultaneously have a significant influence on organized performance at vocational high schools in West Java, with a simultaneous contribution of 58.60%, while 41.40% is influenced by other variables. . Partially, the variable with the most dominant influence on organized performance at vocational schools in West Java was the partnership strategy variable, which is 0.515.

   a. The industry requirement variable partially does not have a significant effect on organized performance at vocational schools in West Java.

   b. Organized capability has a significant influence on organized performance. This shows that to improve organized performance, especially increasing outcomes in the level of efficiency or real achievements of programs that have been implemented at Vocational Schools in West Java, is by increasing innovativeness, especially in the School's ability to create technical innovation. These results confirm the results of research from (Carmeli et al., 2010) which states that innovation leadership, either directly or through increasing strategic fit, significantly improves company performance.

   c. Partnership strategy has a significant influence on organized performance. This shows that to improve organized performance, especially increasing outcomes in the level of efficiency or real achievements of programs that have been implemented at Vocational Schools in West Java, is to maintain or further increase external evaluation, especially external evaluation with DU/DI on the implementation of school programs. This result confirms and is in line with research results from (Vikas & Singh Lather, 2010) which states that alliances need to be made in the industry to be successful, and proactive strategic alliances will be able to provide maximum opportunities for success. The results of this research are also in line with the results of research (Marciukaityte et al., 2009) which states that strategic alliances are used as the final form (evaluation) of cooperation and not as the first step towards closer cooperation between companies.

   d. Compatible programs have a significant effect on organized performance. This shows that to improve organized performance, especially increasing outcomes in the level of efficiency or real achievements of programs that have been implemented at Vocational Schools in West Java, is to improve aspects of infrastructure and facilities (facilities and infrastructure), especially at the level of availability of integrated information systems and communication technology (computers, internet networks and other IT). This result is in line with research results from (Ko, Kim, Lee & Song, 2020) which states that the success of alliances depends on the company's marketing efficiency. Other results also found that the technological environment plays a moderating role in this relationship. The results of this research also support the results of research (Najmaei & Sadeghinejad, 2009) which states that strategic management, knowledge value chain (KVC) and knowledge chain organization (KC) systematically lead organizations to manage knowledge resources on a basis that creates value and increases competitive advantage.

2. Industry requirements have a significant influence through the mediation of partnership strategy on organized performance partnership strategy. These results show that to improve organized performance, especially increasing outcomes in the level of efficiency or real achievements of programs that have been implemented at Vocational Schools in West Java, indirectly by increasing soft skills, especially increasing student work motivation through increasing external evaluation, especially external evaluation. with DU/DI regarding the implementation of school programs. These results support research results from (Ju & Lee, 2005) which states that technological alliances and identifies how

alliance-specific factors, strategic factors, and organizational capability factors influence companies to gain competency and competitive advantage through technological alliances.

3. Organized capability has a significant effect on organized performance mediated by partnership strategy. These results show that to improve organized performance, especially increasing outcomes in the level of efficiency or real achievements of programs that have been implemented at Vocational Schools in West Java, indirectly by increasing innovativeness, especially increasing the ability to create technical innovation through increasing external evaluation, especially external evaluation. with DU/DI regarding the implementation of school programs. These results confirm and are in line with research results from (Ju & Lee, 2005) which states that technological alliances and identifies how alliance-specific factors, strategic factors, and organizational capability factors influence companies to gain competency and competitive advantage through technological alliances. The results of this research are in line with the results of research from (Huang, 2006) which states that internal organizational motivation is positively related to partner selection, and partner selection is also positively related to strategic alliance performance.

4. Industry requirements have a significant effect on organized performance mediated by competitive programs. The results of this research show that to improve organized performance, especially increasing outcomes in the level of efficiency or real achievements of programs that have been implemented at vocational schools in West Java, indirectly by improving soft skills, especially increasing student work motivation through improving infrastructure and facilities, especially in facilities and infrastructure for the availability of integrated information systems and communication technology (computers, internet networks, other IT). These results confirm and are in line with research results from (Ju & Lee, 2005) which states that technological alliances and identifies how alliance-specific factors, strategic factors, and organizational capability factors influence companies to gain competency and competitive advantage through technological alliances.

5. The organized capability variable influences organized performance mediated by competitive programs. This shows that to improve organized performance, especially increasing outcomes in the level of efficiency or real achievements of programs that have been implemented at Vocational Schools in West Java, indirectly by increasing innovativeness, especially increasing the ability to create technical innovations by increasing infrastructure and facilities. especially in facilities and infrastructure for the availability of integrated information systems and communication technology (computers, internet networks, other IT). These results confirm and are in line with research results (Huang, 2006) which states that internal organizational motivation is positively related to partner selection, and partner selection is also positively related to strategic alliance performance

6. The partnership strategy variable influences organized performance mediated by competitive programs. These results indicate that to improve organized performance, especially improving outcomes in the level of efficiency or real achievements of programs that have been implemented at vocational schools in West Java, indirectly by increasing external evaluation as measured by the level of external evaluation at DU/DI regarding the implementation of school programs with through improving infrastructure and facilities, especially in facilities and infrastructure for the availability of integrated information systems and communication technology (computers, internet networks, other IT). These results confirm and are in line with research results from (Ju & Lee, 2005) which states that technological alliances and identifies how alliance-specific factors, strategic factors, and organizational capability factors influence companies to gain competency and competitive advantage through technological alliances.

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