



Literature Study on Competitive Advantage in Official Schools Which is Influenced By Factors: Competitive Strategies, Leadership, and Competence

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Abstract: Competitive advantages are the formulation strategies of organizations or educational institutions designed to achieve opportunities that cannot be imitated by competitors to maximize profits. Competitive advantage is the key to success for organizations or companies that are in an environment that is constantly experiencing rapid changes in a fiercely competitive environment and in an increasingly short period of time. so it is important for an organization to understand the phenomenon of the relationship and influence between competitive advantage and the factors of competitive strategy, leadership, and competence, This article is a literature review of the factors¹ that affect competitive advantage in official school educational institutions, namely competitive strategy, leadership, and competence. This literature study aims to hypothesize the influence of these three factors on the competitive advantage of organizations. The results of this literature review show that all study variables: competitive strategy, leadership, and competence, have a significant effect on competitive advantage. This study is expected to help further research efforts to increase competitive advantage in educational institutions.

Keywords: Competitive Advantage, Competitive Strategy, Leadership, and Competence

INTRODUCTION

In the modern post-covid 19 eras, we must coexist with the covid 19 disease outbreak. The continued impact of the Covid-19 outbreak is that many businesses and educational institutions must adapt and innovate in order to survive. Currently, educational institutions must be innovative in developing and adapting to the needs of the labor market, so that the expected educational outcomes can correspond to the needs of the labor market. There are several steps required to achieve such success. In the continuity of education, innovation, creativity, and thinking are always needed to be updated, so as to be able to compete with the development of the current era of globalization. Competitive advantage is the strategic design of an organization or institution to achieve capabilities that competitors cannot replicate to maximize profits (Pakaya, 2011). Competitive advantage is the key to the success of the

organization or company where rapid changes are constantly occurring in a difficult competitive environment and in an increasingly short time (Utama, 2010). So this competitive advantage can be achieved by utilizing the resources that exist in the organization or educational institution.

The Ministry of Transportation has several official schools, one of which is the Indonesian Airmen's Polytechnic Curug (PPICurug), which is located in the Tangerang district of Banten. In addition to PPICurug, there are several other aviation schools under the Ministry of Transportation, such as the Surabaya Aviation Polytechnic, Makasar Aviation Polytechnic, Medan Aviation Polytechnic, and so on, not only the aviation school, but there are other official schools such as the Bekasi Land Transportation College, Marunda Shipping Science College etc. In responding to competition between official schools and official schools with other educational institutions, the Indonesian Aviation Polytechnic of Curug needs to implement strategies to be able to compete in the current post-Covid-19 period.

To achieve a competitive advantage in official schools, several strategies are needed, one of the strategies applied is a competitive strategy. Competitive advantage is the ability to strategize to achieve consumer opportunities and benefits and maximize return on investment. To achieve a competitive advantage, an educational institution must have at least two main principles, namely the presence of customer value and product uniqueness. The competitive strategy of education is innovation, creativity, and new ideas. The rapid growth of educational institutions in recent years shows the dynamics of the development of the education sector. Growing awareness about education is one of the elements that encourage the growth and development of various educational institutions. However, competition for the quality of education is the most important assessment in the development of educational institutions that continue to develop in our environment.

A well-developed educational institution today is one that can develop a competitive strategy by looking at the opportunities that exist and continue to grow. Competition in educational institutions should be seen as an incentive to develop the quality of teaching so that the resulting education becomes a quality educational institution. Competitiveness and innovation strategies are one of the most important elements to see the development of education properly. Innovation is one of the most important parts of taking advantage of such a wide competition. Along with the flourishing of educational institutions, there must also be strong competence or competitiveness. This is not only a change in the era of globalization, but competition from all parties is necessary and inevitable. Defeating competition in education requires specific and innovative strategies to stay relevant. Otherwise, it is clear that lagging is the most important option for educational institutions that are unwilling to plan their competitive strategies properly and accurately. In this connection, the innovative behavior of employees is an important issue that affects the sustainability of the organization, because it can give birth to new ideas that are in accordance with the demands of the times. The innovative behavior of individuals in an organization increases when supported by effective leadership. This is in accordance with the view (Jong, 2007) that one of the factors influencing innovative behavior is leadership.

In addition to competitive strategies, leadership is a factor that supports competitive advantage in official schools. Leadership is the process by which a person influences others to achieve goals and directs them in a more coherent and consistent way (Sharma and Jain, 2013). Leadership can be defined as the process by which an individual influences a group to achieve a common goal (Northouse, 2007). Leadership is the way the leader communicates and interacts with people in general, how the leader motivates and trains his subordinates, and how the leader leads his team to complete their tasks (Gharibvand, 2012). Leadership has a direct impact on attitudes such as job satisfaction and organizational commitment (Palupi et al., 2017). Organizational leadership is critically influenced by serving leadership (Dennis,

Kinzler-Norheim, & Bocarnea, 2010) and also influences three factors: vision, empowerment, and leadership services (Alkheyi et al., 2020).

In an organizational structure, top management is recognized as a leader to achieve organizational goals. Leadership is very important because leadership has an influence on employee behavior in organizations (Gamal S A Khalifa & Ali, 2017; Trung, Ashekin, Hong, & El-Aidie, 2021). In most organizations, leadership has a lot of leeways when it comes to providing direction and creating ideas for management, employees, and subordinates to gain job satisfaction, thrive in the workplace, and identify with businesses (Alkathiri, Abuelhassan, Khalifa, Nusari, & Ameen, 2019; Alsaadi, Khalifa, Abuelhassan, Isaac, & Alrajawi, 2019). In short, it is said that leaders have a positive impact on the performance and competitiveness of employees because, through rewards or punishments (in) appropriate behavior, they explain to their followers what is right to do in the work (Belschak, Den Hartog, & De Hoogh, 2018; G. Khalifa, 2019; Gamal S A Khalifa & Abou-Shouk, 2014; Gamal S A Khalifa et al., 2021), thus spurring employees to be more able to innovate in increasing competitive advantage in Educational Institutions.

Another factor that is no less important in supporting the competitive advantage of educational institutions is the competence of its human resources, namely employees and lecturers. Maximizing organizational performance through the optimal use of resources is one of the goals of the organization (Tanner, 2004). Without human resources, the goals and objectives of the organization will not be achieved as expected. This makes human resources (HR) a very important component in an educational institution. Human resources become a component that is favored in an organization in order to stand up and do activities in accordance with its goals. Human resources are a form of an element that cannot be ignored in an organization, and carry out crucial functions in every organizational activity, Ferawati (2017).

Organizational resources are the basis for achieving and maintaining competitive advantage (Alimin et al., 2012). To increase the company's competitive advantage, the company must be able to manage the available resources. Resources with unique and distinctive values strongly support the competitive advantage of the company. Therefore, the company must be able to manage all its resources to create a competitive advantage and achieve better results. Organizational resources that can be optimized to increase the competitive advantage and effectiveness of the organization are all organizational capabilities. In general, competence places more emphasis on the productive behaviors that a person must have and display while working to achieve outstanding performance (Hutapea and Nurianna, 2008). Competencies describe the characteristics of knowledge, skills, behaviors, and experience necessary to perform a particular job or role effectively. In the current era of globalization, competence is not just knowledge and skills. Competence is a special ability that is very complex.

Based on background, we chose three factors that affect competitive advantage, as variables that affect the competitive advantage of educational institutions. We formulated variables to form a hypothesis for the next study, namely:

1. Does competitive strategy affect the competitive advantage of educational institutions?
2. Does leadership affect the competitive advantage of educational institutions?
3. Does competence affect the competitive advantage of educational institutions?

THEORETICAL STUDIES

Competitive Advantage

Competitive advantage is that when two companies compete (on the same market and customers), one company has a competitive advantage over the other, this happens when the company gets a profit rate and has the potential to get higher profits (Robert Grant).

Furthermore, David Hunger and Thomas Wheelen stated that competitive advantage is a collection of strategies to determine the superiority of a company over competition among other companies. Competitive strategies include low cost and differentiation. Furthermore, the combination of the two strategies is called the focus. Although the discussion is identical to the company's study, it does not violate the rules if the competitive nature of education is also in line with the competitive intent in competitive institutions. It's just that the competition in question certainly includes a discussion of the achievements of the educational institution itself.

Furthermore, Husein Umar also stated that the competitive strategy is a formulation to increase the company's competitiveness in the eyes of customers or potential customers. The competitive strategy provides an advantage so that it can distinguish it from other companies and can cause healthy competition with segmented customers.

Based on the statement above, the author can conclude that the definition of competitive advantage referred to in this discussion is an effort to improve the quality of competitiveness of educational institutions so that they are able to become quality educational institutions and are in demand by students.

Competitive advantage is very important for the company's performance in a competitive market (Yuliana & Khoiriyah, 2018). Furthermore, according to David (2016), strategic management is all things about acquiring and maintaining a competitive advantage, this can be defined as everything that a company or organization specifically does compare to a competing company or organization. When an organization can do something that a competitor can't do or have something that rivals can't do it illustrates a competitive advantage.

A company is said to have a competitive advantage when the organization has something that competitors do not have, does something better than other companies or organizations, or is able to do something that other companies or organizations are not capable of. The ability to compete is an important need for the success of the organization in the future. In line with this, it also applies to educational institutions that must have differentiation, uniqueness, and innovation that distinguishes it from other educational institutions as superior educational institutions.

Competitive advantage is very important to obtain, own, maintain, and maintain for the long-term success of the company or organization, pursuing competitive advantage will lead the company to success or competitive advantage. It is not enough for companies to have a competitive advantage, because in general the competitive advantage only lasts for a certain period as a result of being imitated by competitors or weakening of those advantages. Companies must achieve sustainable competitive advantage which means demonstrating the company's long-term efforts that are able to maintain a position of competitive advantage in the industry. Sustainable competitive advantage can be done by continuously adapting, and innovating by following trends in the market, adjusting competition issues, and improving capabilities, core competencies, and internal resources. A company or organization can formulate and develop a strategy that competitors are not able to implement, doing something that competitors cannot do in the long term.

Continuous competitive advantage is carried out in order to obtain above-average profits. The above-average profit is the profit that investors are expected to earn compared to other investments with the same risk. Above-average profits show the profits generated by comparing the performance of other companies in the same industry (Muhammad H. Mubarak).

Competitive Strategy

Competitive strategy or competitive strategy is the search for a profitable competitive

position in an industry and aims to build a profitable and sustainable position against the forces that determine industry competition (Teti, Perrini & Tirapelle, 2014). Furthermore, according to Coulter (2005), a competitive strategy is about how an organization will compete in a particular business or industry. From the two definitions, it can be concluded that a competitive strategy is a company's way of competing and looking for a profitable position in a particular business or industry. Competitive strategy can also be understood as a plan for how the business will compete, what should be its goals, and what policies are needed to achieve these goals. One of the objectives of a competitive strategy for a business unit in an industry is to find a position in the industry where the company can best protect itself against competitive pressures or can positively influence the pressure. (Michael Porter).

Meanwhile, the company's competitive strategy in its competition has two types, namely attacking and defending. Part of his actions was aggressive and directly challenged the market position of competitors. The other action is to withstand the pressure and attacks of competitors. The company's competitive strategy consists of a business approach that is used, intensively in meeting consumer expectations and taking their interest, resisting competitive pressures, and strengthening its market position. Competitive strategy relates to management's action plan to compete successfully and provide superior value to customers. The attention of business strategy is not only about how to compete but how the management can focus its attention on all the strategic issues faced by the business (Michael Porter).

According to Kotler and Amstrong, there are five objectives of implementing a competitive strategy, namely:

1. Forming an appropriate positioning, the Company strives to show a separate image of the company to customers or the target market.
2. Retaining loyal customers, Loyal customers are like a privilege for the future, which if managed properly will provide a good flow of lifetime income to the company.
3. Gaining new market share, the Company strives to gain and expand market share by using their respective competitive strategies to reach the widest possible market.
4. Maximizing sales, the process to maximize profits or profits depends on the effectiveness of the competitive strategy, besides that it also depends on the entire system in the company and other functional units.
5. Creating effective business performance, the Company must create effective business performance, so that its business can be managed strategically, namely by defining: the group of customers to be served, the needs of customers to be met, and the technology that will be used to meet these needs.

Of the five objectives, if we connect with educational institutions, the policies of educational institutions carried out in observing the components of the competitive strategy are:

1. Forming an appropriate positioning, educational institutions strive to show a separate image or image of the educational institution to customers or the target market.
2. Maximizing the selling power of the educational institution, the process to maximize the brand of the effectiveness of its competitive strategy, besides that it also depends on the entire system in the educational institution and other functional units.

Previous research has stated that competitive strategies have a positive and significant effect on competitive advantage (Lucky Radi Rinandiyana et al, 2016). The competitiveness of a company will be largely determined dominantly by the company's ability to produce products that can win the hearts of consumers or the market (Muhardi, 2007). Therefore, it needs the right strategy in winning the competition.

Leadership

In addition to the competitive strategy factor, another factor that affects competitive advantage is the presence of strong leadership in setting a strategy commonly referred to as strategic leadership. Strategic leadership is the process of forming a vision of the future, which then communicates it to subordinates with the aim of motivating and stimulating subordinates to engage in the exchange of supportive strategies with peers and subordinates (Elenkov et al., 2005). Rowe (2001) added that strategic leadership is the ability to influence others to be able to make decisions in daily activities that will improve the survival of the organization in the long term and at the same time.

Based on the results of previous research, results were obtained that strategic leadership has a positive and significant effect on competitive advantage (judin gobel et al, 2022).

Competence

Competence describes the characteristics of knowledge, skills, behaviors, and experiences to perform a particular job or role effectively. In today's era of globalization, competence is not just knowledge and skills. Competence is a very complex special ability. Like the jobs compiled by the Ministry of Labor in various countries, there are competencies ranging from the competence of doctors, teachers, soldiers, and police to the competence of babysitters whose job is to take care of babies. (Wirawan, 2009:10) In addition, the competence of a company or organization can also improve the ability/capability of the company or organization in managing resources to increase its competitive advantage and can improve performance.

In previous studies, it was found that competence has a significant positive effect on competitive advantage (Ismail *et al.*, 2013). Similarly, research (Agha, 2012) and (Nimsith SI *et al.*, 2016) states that competence positively affects competitive advantage.

A summary of previous studies on the influence of competitive strategy, leadership and competence on competitive advantage can be seen in table 1.

Table 1. Relevant Past Research

No	Author (year)	Previous Research Results	Similarities with this article	Differences with this article
1	Lucky Radi Rinandiyana et al, 2016	Based on the results of the research conducted, shows that competitive strategies have a positive and significant influence on competitive advantage.	Competitive strategy affects competitive advantage.	-
2	Azwar Iskandar (2019)	Based on the results of the research conducted, shows that competitive strategies have a positive and significant influence on competitive advantage.	Competitive strategies affect competitive advantage	-
3	Idris Yanto Niode (2012)	Based on the results of the research conducted, shows that competitive strategies have a positive and significant influence on competitive advantage.	Competitive strategies affect competitive advantage	
4	Juvin Gobel et al, (2022)	The results of the research conducted show that there is a positive and significant influence between leadership on competitive advantage	Leadership affects competitive advantage.	
5	Ni Nyoman Sudiyani, et al (2021)	The results of the research conducted show that there is a positive and significant influence between leadership on competitive advantage	Leadership affects competitive advantage.	
6	Intan Widya Anugrah, et al (2017)	The results of the research conducted show that there is a positive and significant influence between leadership	Leadership affects competitive advantage.	

		on competitive advantage	
7	Nimsith SI <i>et al.</i> , (2016)	The results of the research conducted show that there is a positive and significant influence between competence on competitive advantage	Competence affects competitive advantage
8	Ismail <i>et al.</i> , (2013)	The results of the research conducted show that there is a positive and significant influence between competence on competitive advantage	Competence affects competitive advantage
9	Agha (2012)	The results of the research conducted show that there is a positive and significant influence between competence on competitive advantage	Competence affects competitive advantage

METHODS

This study uses a qualitative approach and a literature study. We conduct research on the theory and relationship between, or impact on, variables in the scientific literature both in print and online, and other internet sources. A literature review has been conducted according to the methodological premise. We have hypothesized deductively to avoid subjectivity. The character of qualitative research exploration makes it one of the main justifications for doing so (Ali & Limakrisna, 2013).

DISCUSSION

Based on the literature study that we conducted theoretical studies and relevant previous research, the results obtained are as follows:

Effect of competitive strategy on competitive advantage

Competitive advantage is the result of implementing strategies that utilize various resources owned by the organization or company. Unique skills and assets are the company's ability to make its employees an important part of achieving a competitive advantage Rifa'I (2018).

In achieving a competitive advantage, several strategies are needed, One of the strategies that can be applied is competitive strategy. Competitive advantage is the ability to formulate a strategy for achieving opportunities and consumer interests through the maximization of receipts from investments made. There are at least two main principles that educational institutions need to have to achieve a competitive advantage, namely the value of customer views and product uniqueness. A competitive strategy in education is innovation, creativity, and new ideas. The rampant growth of educational institutions in recent years shows the dynamic development of the education sector.

Increasing awareness of education is one of the elements that encourage the growth and development of various educational institutions. Nevertheless, the competition for the quality of education is the main assessment in developing educational institutions that are increasingly mushrooming in our environment. Educational institutions that have managed to grow well today are educational institutions that are able to develop competitive strategies by seeing the opportunities that exist, in addition to continuously innovating.

Competitive strategy is an effort to find a favorable competitive position in an industry, a fundamental arena where the competition takes place. The competitive strategy aims to foster an advantageous and strong position in countering the forces that determine the competition in the industry (Porter, 1993). A competitive strategy, which is an initial strategy with its various analyses, has a close relationship with a competitive advantage as a real action because a strategy without action will be useless just as an action without a strategy

will be useless. With a competitive strategy, the company will be able to determine what competitive advantages it already has or that it will also be possible to obtain.

The influence of leadership on competitive advantage

Another factor that is no less important in supporting competitive advantage is the Leadership factor. Leadership is the process by which a person influences others to achieve goals and directs them in a more cohesive and coherent way (Sharma & Jain, 2013). Leadership can be defined as the process by which an individual influences a group to achieve a common goal (Northouse, 2007). Leadership is the way the leader communicates generally and relates to people, the way in which the leader motivates and trains subordinates, and the way the leader gives direction to his team to carry out their duties (Gharibvand, 2012). Leadership has a direct influence on attitudes such as job satisfaction and organizational commitment (Palupi et al., 2017).

Strong leadership in setting a strategy commonly referred to as strategic leadership. Strategy leadership is the process of forming a vision of the future, which then communicates it to subordinates with the aim of motivating and stimulating subordinates to engage in the exchange of supportive strategies with peers and subordinates (Elenkov et al., 2005). Rowe (2001) added that strategic leadership is the ability to influence others to be able to make decisions in daily activities that will improve the survival of the organization in the long term and at the same time.

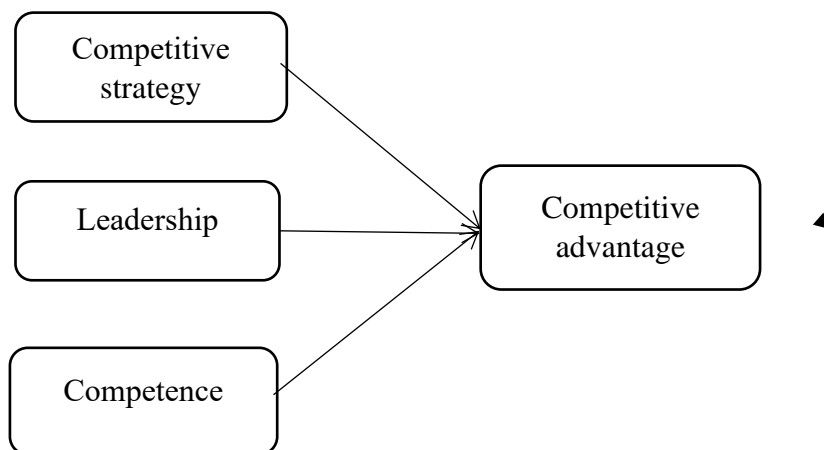
Strategic leadership is needed to deal with competition. Strategic leadership that has dimensions of vision, articulation of business models, good delivery of information, good handling power, and emotional intelligence is one of the factors needed in an organization or company in choosing the right competitive strategy. Whereas the competitive strategy itself has a dimension of leadership that is low-cost, differentiated, and focused. With the right strategy, competitive advantage will be achieved.

The effect of competence on competitive advantage

Organizational resources are the basis for achieving and maintaining competitive advantage (Alimin et al., 2012). So to increase the company's competitive advantage, the company must be able to manage existing resources. Resources that are unique and have differentiating value greatly support the company's competitive advantage. For this reason, companies must be able to manage all their resources in order to create a competitive advantage and be able to achieve superior company performance. Organizational resources that can be optimized in increasing competitive advantage and organizational performance are all competencies that exist within the organization. In general, competence emphasizes more on productive behavior that must be possessed and demonstrated by a person in carrying out a job in order to achieve extraordinary achievements (Hutapea and Nurianna, 2008). Competence describes the characteristics of knowledge, skills, behaviors, and experiences to perform a particular job or role effectively. In today's era of globalization, competence is not just knowledge and skills. Competence is a very complex special ability. The competencies possessed by HR in an organization or company will increase the company's ability/capability to increase competitive advantage in the organization or company.

Conceptual Framework

Based on the formulation of the problem, theoretical studies, research conducted previously and the discussion of influences between variables, the thinking framework in this paper is discussed as follows.



Draw 1. Conceptual Framework

Based on the conceptual framework above, competitive strategy, leadership, and competence affect competitive advantage in an official school educational institution. In addition to the three external variables that affect competitive advantage, there are many other variables that affect it, including:

Employee Performance (AT Haryanto, 2019), market orientation, innovation, and entrepreneurial orientation (N. Huda, 2022).

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the theory, articles, and related discussions, a hypothesis can be formulated for subsequent research:

1. Competitive strategies have a significant effect on the competitive advantage of educational institutions.
2. Leadership affects the competitive advantage of educational institutions significantly.
3. Competence has a significant effect on the competitive advantage of educational institutions.

Suggestion

Based on the above results, competition between educational institutions is getting tougher so it requires serious attention if they want to stay afloat, compete, and excel. The advantages of each institution are relatively specific so that they are able to develop well. If they are unable to keep up and compete in the development of educational institutions in a complex way, they will lose the competition and not rule out the possibility of going out of business. Furthermore, because most educational institutions are managed by the community, it requires innovation so that it requires creativity and sensitivity to read the needs of the community amidst the expectations and abilities of educational institutions in serving, it is hoped that educational institutions can adapt to market needs and developments in the era of globalization. The growing needs of society must inevitably be addressed as a challenge, not an obstacle. The rampant growth of educational institutions must be addressed as an effort to improve quality through professional competition.

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