

## Abstract

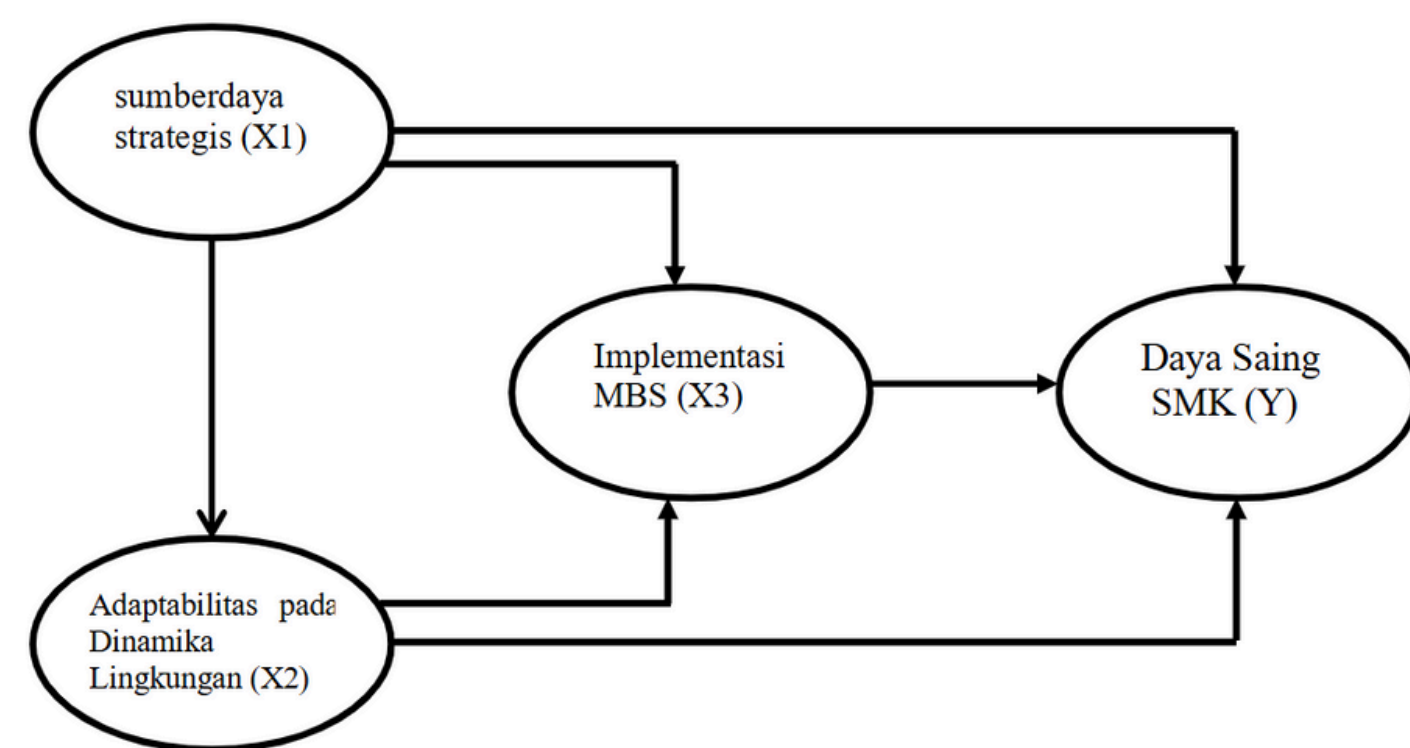
This research examines the optimal relationship between strategic resources, adaptability to environmental dynamics, and school-based management (SBM) implementation on vocational school competitiveness. Using Structural Equation Modeling (SEM), the study involves 397 vocational school teachers in East Java Province, gathering data through both online and offline questionnaires. Key findings reveal that strategic resources positively impact environmental dynamics, significantly affect SBM implementation, and enhance competitiveness. Adaptability to environmental dynamics also positively influences SBM implementation. Furthermore, SBM implementation and environmental dynamics both contribute to competitiveness. The study highlights the importance of strategic resources and adaptability in creating competitive vocational education environments.

## INTRODUCTION

Indonesia's educational progress is promising, as evidenced by its 69th ranking out of 127 countries in the Education Development Index (Hardiansyah, 2022), reflecting advancements in educational accessibility. However, the quality of education presents significant challenges. Research by Suhardi (2017) highlights factors contributing to uneven educational quality, such as inconsistent implementation of national policies and a centralized approach that fosters dependence on bureaucracy, limiting innovation. Additionally, limited community involvement, especially from parents, creates a gap between educational institutions and communities. Indonesia's dual pathway system includes general education, which provides an academic foundation for further studies, and vocational education, which equips students with practical skills for various professions. For vocational education to be effective, skills must be transferable across different job roles, enhancing workforce adaptability. In conclusion, while educational quantity has improved, addressing quality disparities is crucial. By refining policy implementation, decentralizing governance, and enhancing community involvement, Indonesia can improve educational quality and equity. Strengthening vocational education to ensure skill transferability will better prepare students for modern workforce demands.

## METHODS

This research is explanatory research because it is to prove the relationship between variables which is the result of development of previous research and existing theories. (Saunders et al., 2009). In this research, a quantitative approach was used with a survey method, which aims to test hypotheses and explain the role of each variable. This research design uses correlational research whose main aim is to determine whether two or more variables develop a direction that forms a relationship from observational data. (Bordens & Abbott, 2002). The research design places strategic resources (X1) as the independent variable, adaptability to environmental dynamics (X2) and SBM implementation (X3) as the mediating variable, and vocational school competitiveness (Y) as the dependent variable.



## RESULTS & DISCUSSION

The research explores the intricate relationships between strategic resources, adaptability to environmental dynamics, and their combined impact on vocational schools, particularly concerning their competitiveness and the implementation of school-based management (SBM). The study tests several hypotheses to better understand these dynamics. Hypothesis 1 posits that strategic resources and adaptability significantly influence environmental dynamics. The findings support this, indicating that organizations, including schools, thrive when they effectively manage strategic resources, which encompass physical and technological assets, reputation, and the efficient management of organizational, financial, and human resources. These resources are crucial for adapting to environmental changes, implying that a school with robust strategic resources is better equipped to handle dynamic environments.



Hypothesis 2 examines the impact of strategic resources on SBM implementation. The research confirms that strategic resources positively influence SBM, as indicators such as resource availability and management efficiency are vital for effective SBM practices. Similarly, Hypothesis 3 suggests that adaptability to environmental dynamics significantly affects SBM implementation. The study corroborates this, showing a positive relationship between effective adaptation and successful SBM processes.

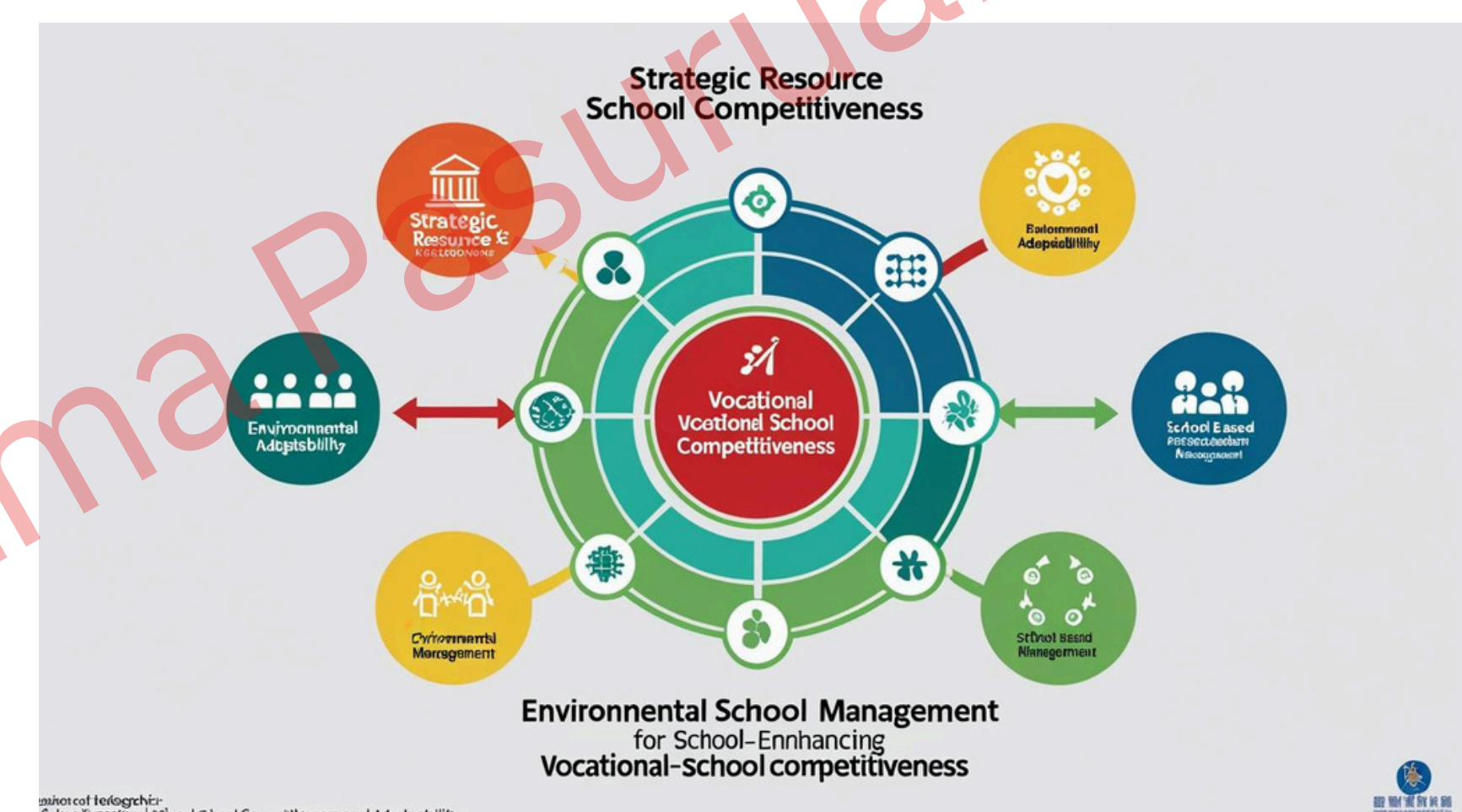
The research also explores the direct impact of strategic resources on vocational school competitiveness (Hypothesis 4). The results indicate that well-managed strategic resources significantly enhance a school's competitiveness. Conversely, Hypothesis 5 finds that while adaptability to environmental dynamics positively influences competitiveness, the effect is not significant enough to warrant direct intervention, suggesting limited impact on vocational schools' competitiveness.

Furthermore, Hypothesis 6 highlights the significant positive influence of SBM implementation on vocational school competitiveness. This implies that effective SBM practices contribute to a school's competitive edge, underlining the importance of SBM indicators in enhancing competitiveness.

The study also investigates indirect effects, with Hypothesis 7 focusing on the indirect influence of adaptability on competitiveness through SBM implementation. The findings indicate that improved adaptability, facilitated by effective SBM, indirectly boosts competitiveness. Hypothesis 8 examines the indirect influence of strategic resources on competitiveness via adaptability and SBM implementation. The research shows that strategic resources positively affect competitiveness both directly and indirectly through these mediators, reinforcing the importance of resource management and adaptability.

Hypothesis 9 underscores the significant mediating role of SBM in the relationship between strategic resources and competitiveness. The study concludes that strategic resources enhance competitiveness through effective SBM practices, highlighting SBM's moderating function. Lastly, Hypothesis 10 explores the mediation of adaptability in the relationship between strategic resources and SBM implementation. The results demonstrate a significant positive effect, indicating that strategic resource management, coupled with adaptability to environmental dynamics, enhances SBM implementation.

In summary, the study provides comprehensive insights into how strategic resources, adaptability, and SBM implementation interact to influence vocational school competitiveness. Effective management and adaptation to environmental dynamics are crucial for schools to thrive in competitive landscapes. These findings underscore the importance of strategic resource management and adaptability in fostering robust educational environments.



## RESULTS & DISCUSSION

The implementation of SBM has various impacts on various lives in the school and community environment. The school's relationship with the environment or the adaptation process is very necessary. This is because it is to support improving the quality and management processes in schools. Organizations that are unable to understand the environment they are in will always be left behind and will only become followers. Therefore, good organizational management is needed. The application of good management which includes the functions of planning, organizing, implementing and supervising is expected to produce educational output that meets the expectations of the government and society. Modern organizations have to face increasing competition in the global market. Therefore, effective resource management becomes very important to achieve competitive advantage. Increasing the management of strategic resources can increase competitiveness, meaning that strategic resources that are controlled can directly increase their competitiveness. This shows that when an organization succeeds in implementing SBM well, its strategic resources can be optimized to increase the competitiveness of vocational schools. Humans are both planners and perpetrators of activities whose performance will determine the success or failure of an organization. Therefore, a management control system is needed to manage the unique and rare resources owned by the organization.

## Reference

