The Establishment Corporate Governance in Education Organization in Indonesia

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Abstract: This research aims to create corporate governance through market orientation and learning orientation in the achievement of competitive advantage where the research was done in the high school of Economics (Sekolah Tinggi Ilmu Ekonomi (STIE)), Koordinator Perguruan Tinggi Swasta (Kopertis) Region III DKI Jakarta with the number of respondents, as much as 32 respondents who had authority over the development of all its institutions, among others, the chairman of STIE, deputy chairman, head of the department or the STIE other officials that functions in the determination of policy for high schools. Based on the results of the interviews to 5 main issues apparently, STIE is to corporate governance who has not managed professionally, so the impact to slow the growth of STIE when compared with major in economics at the private University. For some STIE to get, as many as 200 new students a student alone is an achievement that boast for this reason, all this research was conducted. The results of the research there were only 2 significant influence, between the variable learning orientation towards competitive advantage and variable corporate governance with respect to competitive advantage.

Key words: Corporate governance, market orientation, learning orientation, competitive advantage, STIE, Region Kopertis III, DKI Jakarta

INTRODUCTION

Strateic planning is used in anticipating of changing in particular areas of industrial enterprise. The application of strategic planning is an immediate need and should be implemented, as much as possible because predicting the everchanging of environment and future become more complicated (Rivai and Basri, 2005). Some studies about planning strategies (Armstrong, 1995) and also the theory mentioned (Hax and Majluf, 1991; Pearce and Robinson, 1994) that strategy planning process consists of 3 components:

- The formulation which consists of the development of mission, goal setting, assessment of the internal and external environment, as well as the evaluation and selection of alternative strategies
- Implementation
- Oversight/control

As for the main focus of strategic planning activities within the company can be seen from the earlier components. According to Johnson *et al.* (2005) to be able to sustain a business organization with long term, then the organisation should be able to align between the resources owned by the market that wanted to tilled and the condition of their environment. In addition the organization must, also be able to compete to deliver more value to its customers.

Good organization is clear goals based on an agreed vision and mission of its founder. To realize that goal required a way to achieve it is customarily referred to as strategy. Subsequently, arranged plan, policies to the achievement and the program of action. In its application, the earlier elements could have undergone a change, as a result of not satisfy the assumptions used in planning, for example because the resources obtained do not correspond to the expectations. It can also be caused by an overly abstract objective so it is very far from what was expected. Each organization must have a plan and to scope the company researchers know the term planning strategy where planning this strategy can help us evaluate at regular intervals to achieve a goal, helping the company to advance and develop, enlarge market share amid an increasingly sharp business competition and it shall also apply to the organization education. Now, business education is to become a spotlight of many parties both within the country and outside the country, ADB (Asian Development Bank) this case also be the center of attention. ADB is aware of the importance of the role that higher education plays in economic and social development, such as in his report (November, 2011) that the countries in the Asian region in particular has been increasing its investments in the development of higher education. The main problem is what most investment may be effective in strengthening higher education

system and how such a development partner for the Asian Development Bank (ADB) can support the desire of those countries.

Education (UU No. 20/2003), it is a conscious effort and planned to bring about an atmosphere of learning and process learning to learners actively develop potential for her to have a religious, spiritual power of self-control, the nature of noble morals, intelligence, as well as the necessary skills themselves, the community, the nation and the state. Education is a process of human development until the man grow optimally, as a civilized human being. Education with a variety of programs have an important role in the process of acquiring and improving the quality of professional skills of individuals, through education, someone prepared to have the provision to be prepared to know get to know and develop methods of thinking systematically, so that it is able to solve the problems that will be faced in life later on while the national education (UU No. 20/2003. Article 1, Paragraph 2) the education is based on Pancasila and the Constitution of the Republic of Indonesia in 1945 that is rooted in religious values, national culture Indonesia and responsiveness to the demands of the changing times. The national education system (Article 1, Paragraph 3) are all interrelated educational components are integrated to achieve the goals of national education. Higher education aiming to improve the quality of life and the competitiveness of nations (nation building), through the process of quality education supported by adequate infrastructure and facilities.

Manage college currently same as manage a business firm. There are 2 dilemma that are currently faced by the university administrators, namely whether it would strengthen the quality of education or expand access where both those things about is very required by a college as an organization took place on business. Middle-class society access and who go to college now

is indeed low in 2008 only 17% received at universities (PTN) more than that is the middle class and up, the percentage was continue to drop to 15-16%, it means that only 15 than 100 people of poor people which can go to college. While assess the condition now is actually worse, the number of the poor in private universities and colleges select state legal entities (PT.BHMN) in 2010 it was only around 4. For example technological progress, making the poor citizens more difficult to access to college considering candidate registration college-boy to do online plus money registration more expensive (Sudarmadi and Swa 2011, October 13).

The college now can be assumed, as a company has a competitive advantage that always has the ability to understand changes in the structure of the market and is capable of selecting an effective marketing strategy. Speaking of college not be separated from the lecturer. Figure 1 shows the number of lecturers in relation to its population.

Institutions of higher learning offering academic and education commissioner can be distinguished based on the level of and courses offered such as the academy, polytechnic, colleges, institutes and universities. College (PT) both are public and private distinguished by its shape (Act No. 20/2003, Article 20). There were 4 form college, among other:

- Academies is a college that present education vokation in one branch or partially branch of science, technology and/or given art
- Politechnicsis the college education the vokation in some specialized field
- College is a form of the college that can operate academic education and/or vokasi within the scope of 1 discipline particular discipline and if qualified can operate education profession
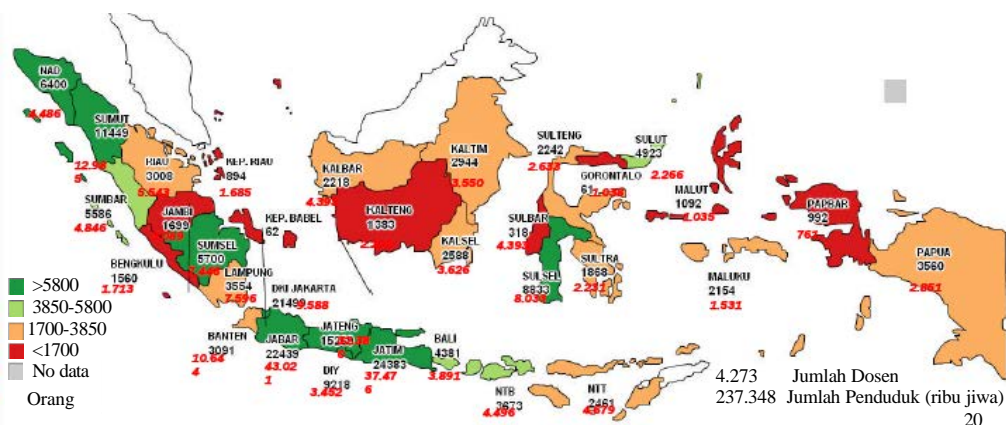

Fig. 1: The lecturer and the population

- Universityis a college that can operate academic education and/or vocation in a number of science, technology and/or art and if qualified can operate education profession

Competitive adventages of college: Good organization is clear goals based on an agreed vision and mission of its founder. To realize that goal required a way to achieve, it is customarily referred to as strategy. Subsequently drafted the plan, policies and programme until the action. In its application, the earlier elements could have undergone a change, as a result of not satisfy the assumptions used in planning, for example because the resources obtained do not comply with expectations. Can also be caused by an overly abstract objective, so it is very far from what was expected. Each organization must have a plan and to scope the company researchers know the term planning strategy where planning this strategy can help us evaluate at regular intervals to achieve a goal, helping the company to advance and develop, enlarge market share amid an increasingly sharp business competition.

From the vision and mission have been determined with the last, then the question of implementation is absolutely done. In the world of education, especially quality and competitiveness issues when viewed from the side the economy will show a positive correlation with the economic circumstances of a country that is healthy diserta a proportional policy for the education sector will make college, as a prima donna in the sector spurred an increase in the quality and competitiveness of the nation, Malaysia boldly give a portion of the education budget is larger than the other sectors even make education as the prime sector to drive the economy of the country, as well as other sectors until now from the side of education and college rankings leaving Indonesia Malaysia high far enough, so did the country Japan which makes the leading sector in education, as a spur economic growth of his country so that within a relatively short and quickly transformed into one of the country.

The development of private universities Kopertis the Region III DKI Jakarta: Challenge of higher education in Indonesia today is increasingly complex, a burdens shouldered by the college to educate the nation's increasingly long perceived as the most severe employment giving rise to a range of opinions leaning from society due to the maximum the role not performed, such as the assumption for this growing amid the public that community colleges could be bringing forth ideas of intelligent and quality in a variety of forums and scientific activities while a very difficult implementation,

Table 1: Recapitulation PTS in Kopertis Region III DKI Jakarta

	Kind of college				
Regions	University	Institution	High school	Academy	Politechnic	Total
Jakarta Barat	9	2	13	9	0	33
Jakarta Pusat	4	1	24	25	1	55
Jakarta Utara	2	1	7	7	1	18
Jakarta Selatan	16	3	43	31	5	98
Jakarta Timur	16	2	49	42	2	111
Depok	1	0	1	1	0	3
Bekasi	0	0	1	0	0	1
Tangerang	1	1	4	0	0	6
Total	49	10	142	115	9	325

- Universities (15%)   ◻ Akademi (35%)
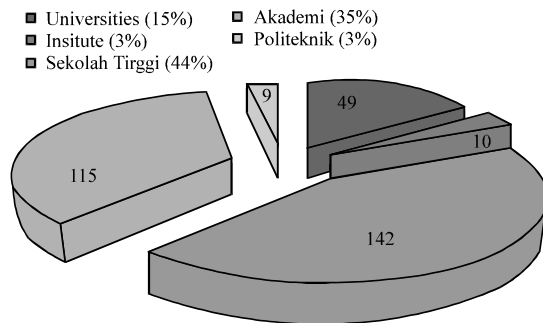- Insitute (3%)   ◻ Politeknik (3%)
- Sekolah Tirggi (44%)

Fig. 2: Jumlah PTS Kopertis Wilayah III

it can be seen from the alignment or link and match its graduates with desire users who tend to be of it (Table 1 and Fig. 2).

In 2011, the number of high schools has reached 142 high school of that number still divided into groups (Directory PTS Kopertis III, 2010): The High School of Economics (STIE), College of Management and Computer Sciences (STMIK), High School Teacher Training and Educational Sciences (STKIP), a High School Foreign Language (STBA), High School of design (STD), High-School Philosophy/Theology (STF/STT), Science High School of law (STIH), High School Science Administration (STIA), College of Health Sciences (STIKES), High School of Communication Sciences (STIKOM), Government College of Science (STIP), High School of Management (STM), High School of Tourism (STP). In this study, only covered the High School of Economics (STIE) in Region III Kopertis totalling 51 institutions, scattered in 5 municipalities of Jakarta and Tangerang Area STIE (Table 2 and Fig. 3).

Problem identification: From the explanation earlier, can be taken some identification problems dealing with market orientation and learning orientation towards corporate governance and its impact on the High School of Economics (STIE) in the face of the challenges of industry education 2030, among other things:

Table 2: The no. of institutions and high school freshman Kopertis III

Years	No. of institution	No. of registrants	No. of freshman	No. of registered	No. of graduates	No. of labor education
	High School Kopertis Wilayah III-DKI Jakarta					
04/05	133	19,374	20,915	97,677	10,957	5,752
06/07	137	32,598	30,649	83,409	6,992	7,851
07/08	137	44,096	44,786	121,882	10,217	8,401
08/09	160	70,089	32,531	128,385	16,170	7,477
09/10	143	37,408	21,030	98,721	18,349	7,357

■ Jakarta Barat (5)   ■ Jakarta Timur (11)
■ Jakarta Pusat (11)   ■ Tangerang (1)
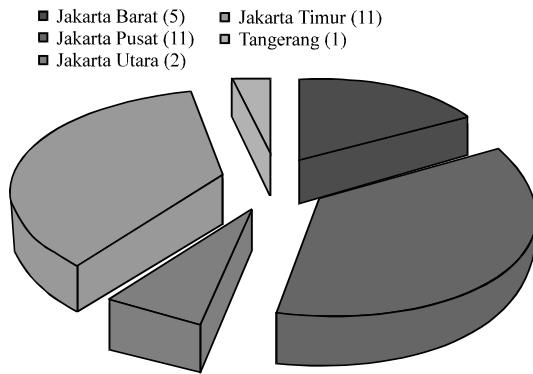■ Jakarta Utara (2)

Fig. 3: Jumlah STIE-Kopertis III

- How big the influence significantly between market orientation of corporate governance on the High School Economics Kopertis Region III DKI Jakarta?
- How much influence significantly between learning orientation towards corporate governance in High School Economics Kopertis Region DKI Jakarta?
- How big the influence significantly between market orientation of corporate governance on the High School Economics Kopertis Region III DKI Jakarta?
- How much influence significantly between learning orientation towards competitive advantage on the High School Economics Kopertis Region DKI Jakarta?
- How much influence significantly between corporate governance toward competitive advantage on the High School Economics Kopertis region DKI Jakarta?

Literature review

Competitive advantage: An organization's strategy is how to manage it, so that it is superior to dibadingkan its competitors, therefore an organization must have the best way to gain and maintain competitive advantage. According to David (2006), the defining of the excellence strategy is everything that is done very well by a company compared to its competitors. When a company can do something and the other companies can not do or have something diinginakn its competitors, it illustrates the competitive advantage. Generally, a company can afford to maintain a competitive advantage only for a certain period only, so it is not enough to just have a

competitive advantage. According to David (2006), a firm should seek to attain hurricane status competitive advantage by way of continuously adapt to external trends and events, as well as the ability, competence and internal resources and with to effectively formulate, implement and evaluate strategies that take advantage of these factors. According to Barney and Hesterly (2010), in most cases companies have a competitive advantage when he was able to create value more economical than rival companies. Economic value is the difference between the perceived benefits gained by a customer who purchased the company's products or services and the economic costs of products or services. Thus, the size of the company's competitive advantage is the difference between the economic value of the company which is capable of being created by its competitors. Porter filed for competitive advantage theory in 1985 where the theory of the demonstrate that countries and businesses must pursue policies that create high-quality goods to sell at a high price in the market. Porter emphasized the growth in productivity as the focus of the national strategy. Competitive advantage rests on the idea that cheap labor is natural resources everywhere and not necessarily for the economy is good. The concept of competitive advantage many companies developed from a generic strategy advanced by Porter (1985). Things that can indicate a variable competitive advantage is imitabilitas, durability and ease of equals. Competitive advantage is the heart of the company's performance in the competitive market. Advantages of the company are essentially grew out of value or benefit that a company can be created for the buyer. If then the company capable of creating excellence through one of these 3 generic strategies, competitive advantage will be obtained (Aaker, 1989).

Corporate governance: As organizations profit seekers, the existence of a company will always provide expected profits for its shareholders (shareholder), however as good citizens for the environment, the presence of a company also must give the highest possible benefits for employees, consumers, the environment of the communities where the company operates and to the state through taxes that are donated. That is the basic principle of good corporate governance, known as good corporate governance or more popular with the abbreviation of GCG.

It is just like a foundation was the foundation of operation, so that the GCG company was able to grow healthy and sustainable. The importance of corporate governance at the company has been highlighted by Berle and Means (1932) which suggests that the modern company was marked by the separation of ownership and control, as the owner of the company is absolutely not on the capacity or willingness to steer the company, therefore the professional managers employed to run the company. Form of organization can, also give rise to problems of corporate governance, the interests of owners and managers of the professional can be inconsistent. The issue of corporate governance in both the public and private sectors has become a popular topic of discussion in the last 2 decades (De Silva and Armstrong, 2012). In a move to improve corporate governance arrangements, the legislature has made changes and having been enacted by the government to the organisation in the public and private sectors around the world the university has become one of the international wave of interest in a tract concerning corporate governance (Coy and Dixon, 2004). Since, the beginning of the separation of ownership and control in the company, the shareholder model of corporate governance the company increasingly became associated with agency theory (Rossouw, 2008). This became the basic idea which has been described in more detail in agency theory (Jensen and Meckling, 1976; Fama, 1980; Fama and Jensen, 1983) who is constantly becoming the dominant theoretical perspective applied in corporate governance.

Market orientation: The concept of market orientation proposed by Kohli and Jaworski (1990) stated that market orientation is the culture of the organization's most effective and efficient manner which can create the required behavior for superior value creation for customers and since the research by Kohli and Jaworski (1990), the term market orientation found broad appeal in the marketing literature. Still according to Kohli and Jaworski (1990), defines their market orientation as a generation of market intelligence about customer needs today and in the future, inter-departmental intelligence dissemination and response to market (responsiveness), there by focusing the central element is a customer-driven from a market orientation.

The concept of market orientation can be defined as the activities of digging information about customers and competitors, as well as how to distribute information to all parts of the organization in order to take action in accordance with its capacity for strategic action. One of the most studied, factors that have synergies with its market orientation, learning orientation is. Many researchers, for example argues that market orientation only increases performance when combined with learning orientation (Slater and Narver, 1995; Baker and Sinkula, 1999; Farrell, 2000). According to Baker and Sinkula (1999), learning orientation is the mechanism that directly affects the company's ability to challenge old assumptions about the market and how a company should be set up to deal with it. In particular because the companies that market orientation-only focus on customers and their feedback on the market that are already established, they ignore the emerging new markets, technologies and competitors.

Learning orientation: Learning orientation refers to the activities of the organization in creating and using knowledge to increase competitive advantage (Calantone *et al.*, 2002). This learning orientation is now, also considered organizational culture that influence the tendency of companies to use science and will impact to an organization that uses the information and actively learning (Hurley and Hult, 1998; Farrell, 1999). There are 4 components that are related to the learning orientation, namely commitment to learning, shared vision, openness of mind and share knowledge between divisions (Moorman and Miner, 1998; Calantone *et al.*, 2002).

MATERIALS AND METHODS

The expected results: To create corporate governace through market and learning orientation in the achievement of competitive advantage research in High School Economics Kopertis Region III DKI Jakarta where the amount of data retrieved from the listed STIE Kopertis Region III DKI Jakarta.

Arrayed his model research of a variable market orientation, learning orientation, corporate governace and competitive advantage on stie Kopertis Area III DKI Jakarta.

Data resoueces: Secondary data source obtained from Kopertis Region III DKI Jakarta, as a basic reference the number of STIE which are still active. Secondary data required is:

- The amount STIE listed on Kopertis Area III, past year 2012 teaching/2013
- Number of colleges that are active in the Region III Kopertis

Objects and research context: This research will be done in the education industry in Indonesia, particularly in the

area of the Region III Kopertis DKI Jakarta with some reason. The 1st, there is a Key Performance Indicator (KPI) from the Ministry of Education of the Republic of Indonesia that for the year 2014, participation rate (APK) Rough College around 17.8% of high school graduates or school that is on the same level while for next year (Kompas daily, February 16, 2013) approximately 33% of high school graduates or school that is on the same level. The 2nd brand image from STIE and graduates, compared with graduates of private universities, as well as the country still further. The 3rd from the data Region III Kopertis DKI Jakarta, the percentage of the lid/STIE broke up in the middle of the road is still very high, compared with the universities what is causing the problem, need to be addressed in this study.

Population and research sample: The number of samples used is 32 respondents whereas the unit of analysis the respondents in this study is the chairman or the board randomly selected STIE. Sample retrieval techniques used in this research was simple random sampling is the selection of samples randomly selected simple where each element of the population has the same and equal opportunity to be selected as the subject.

RESULTS AND DISCUSSION

Model evaluation: Partial Least Square approach (PLS) is a free distribution (not assuming certain gaussian data, can be either nominal, ordinal, interval, categories and ratio) and a small number of samples. The method can also be used for PLS konfirmatori theory as a prediction. Because of the existence of distribution assumes no PLS specified for parameter estimation, then parametric techniques to test the significance of parameter is not required. The evaluation model is based on the measuring of the PLS prediction that has a non-parametric. Model

measurements or outer model with indicators of reflexive evaluated with convergent and discriminant validity of the charge indicators will of reliability for composite and charge indicators will block indicator. While the outer model with formative indicators evaluated based on substantive contentnya, i.e., with weight and see the significance of the size of the weight. Structural model or inner model is evaluated by looking at the percentage of variance explained that by looking at the value of R^2 for the dependent latent invalid constructs using Stone-Geisser Q^2 tests and also look at the magnitude of the coefficients of the structural lines. The stability of this estimation were evaluated using the t-test statistics were obtained through the bootstrapping procedure.

Evaluation model of measurement or outer model: Convergent model of reliability measurement with reflexive indicator assessed based on the correlation between the score of an item/component score with a score of construct calculated by individual reflexive size PLS is said to be high if correlated over 0.70 with invalid constructs which want to be measured. However, for the study of the early stages of developing a scale of measurement of the value of 0.5-0.6 is considered sufficient (Table 3).

Based on outer loading at the top, then the indicator competition-orientation (from variable market orientation), commitment-to-learning, intra-organisational-knowledge-sharing, open-mindedness and transparency researchers remove from a variable because it has a loading of <0.50 and not significant. Next model researchers re-estimation of returns by removing Competition-orientation, commitment-to-learning indicators and intra-organisational-knowledge-sharing. Following is the result of re-estimation of outer loading after invalid indicator is removed (Fig. 4 and Table 4).

Table 3: Results for outer loadings I

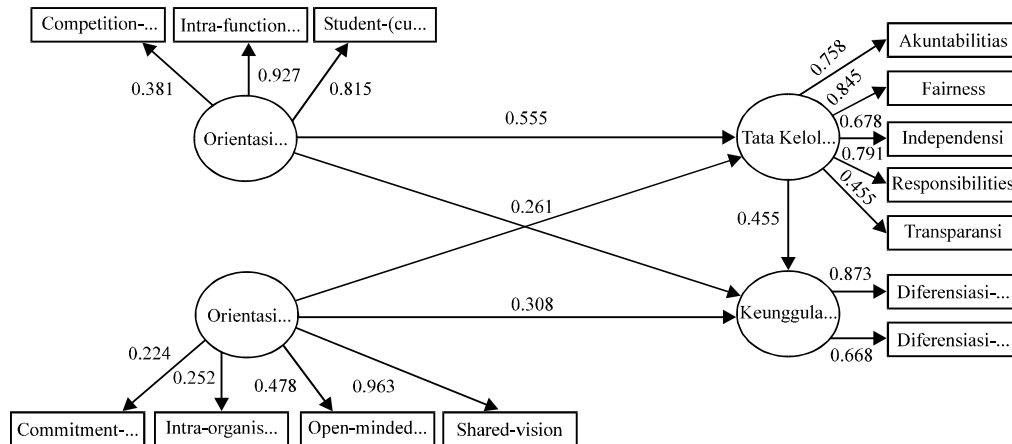| Descriptions	Original sample estimate	Mean of subsamples	SD	t-statistic	Expectation
Market orientasi	-	-	-	-	-
Competition-orientation	0.381	0.402	0.201	1.894	Tidak valid
Intra-functional-orientation-mean	0.927	0.856	0.253	3.664	Valid
Student-(customer)-orientation	0.815	0.663	0.434	1.875	Valid
Learning orientation	-	-	-	-	-
Commitment-to-learning	0.224	0.032	0.577	0.389	Tidak valid
Intra-organisational-knowledge-sharing	0.252	0.171	0.384	0.656	Tidak valid
Open-mindedness	0.478	0.436	0.400	1.194	Tidak valid
Shared-vision	0.963	0.588	0.350	2.750	Valid
Corporate governance	-	-	-	-	-
Accountability	0.758	0.684	0.279	2.712	Valid
Fairness	0.845	0.774	0.213	3.957	Valid
Independency	0.678	0.665	0.257	2.644	Valid
Responsibility	0.791	0.692	0.340	2.329	Valid
Transparency	0.455	0.485	0.242	1.885	Tidak valid
Competitive advantage	-	-	-	-	-
Differentiation-innovation	0.873	0.858	0.220	3.973	Valid
Differentiation-market	0.668	0.585	0.255	2.619	Valid

Fig. 4: Result of running smart PLS

Table 4: Results for outer loadings II

Descriptions	Original sample estimate	Mean of subsamples	SD	t-statistic	Expectation
Market orientation	-	-	-	-	-
Intra-functional-orientation-mean	0.914	0.902	0.197	4.641	Valid
Student-(customer)-orientation	0.855	0.825	0.170	5.019	Valid
Learning orientation	-	-	-	-	-
Shared-vision	1.000	1.000	0.000	Valid	
Corporate governance	-	-	-	-	-
Accountability	0.780	0.752	0.197	3.952	Valid
Fairness	0.861	0.792	0.245	3.513	Valid
Independency	0.648	0.624	0.297	2.180	Valid
Responsibility	0.792	0.801	0.104	7.592	Valid
Competitive advantage	-	-	-	-	-
Differentiation-innovation	0.894	0.846	0.253	3.531	Valid
Differentiation-market	0.634	0.622	0.209	3.032	Valid

Table 5: Cross loading

Descriptions	Market orientation	Learning orientasi	Corporate governance	Competitive advantage
Accountability	0.444	0.128	0.780	0.290
Differentiation-inovation	0.718	-0.186	0.882	0.894
Differentiation-market	0.326	-0.168	0.169	0.634
Fairness	0.745	0.102	0.861	0.484
Independency	0.732	0.023	0.648	0.649
Intra-functional-orientation-mean	0.914	-0.065	0.522	0.421
Responsibility	0.691	0.254	0.792	0.491
Shared-vision	0.024	1.000	0.179	-0.201
Student-(customer)orientation	0.855	0.068	0.289	0.153

Based on outer loading on top, the results have met the convergent validity because of all the factor loading is minimal and above 0.50. Discriminant validity indicators of reflexive can be seen on the cross-loading of the indicator with the construct.

From Table 5 to see that the correlation of invalid constructs market orientation, learning orientation, corporate governance and competitive advantage with the charge indicators will be higher than the indicator of market orientation, learning orientation, corporate governance and constructs latent predicts indicator on their blocks better than any other on the block indicator (Fig. 5).

Another test is to assess the validity of invalid constructs with respect to the value of the Average Variance Extracted (AVE), required a good model if the AVE each invalid constructs its value >0.50. Results of the output value indicated that AVE, AVE variable market orientation, learning orientation, corporate governance and competitive advantage is >0.50 so that is said to be good (Table 6).

In addition to testing the validity of a test done, also invalid constructs reliability invalid constructs, as measured by composite reliability indicators that measure invalid constructs. Invalid constructs declared reliable if the value composite reliability >0.70. These results are shown in Table 7.
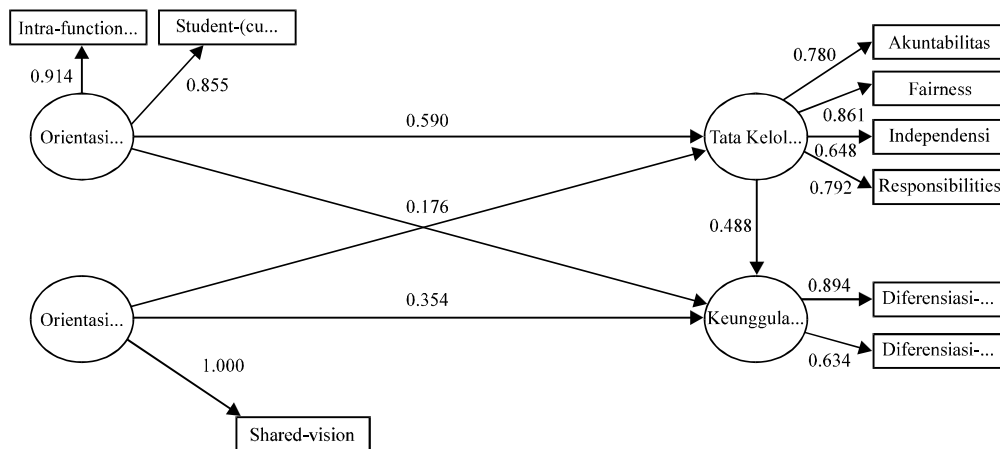
Fig. 5: Results of running smart PLS after indicator deleted

Table 6: Result of AVE test

Variable	Average Variance Extracted (AVE)
Market orientation	0.783
Learning orientation	1.000
Corporate governance	0.599
Competitive advantage	0.601

Table 7: Composite reliability

Variables	Composite reliability
Market orientation	0.878
Learning orientation	1.000
Corporate governance	0.855
Competitive advantage	0.745

Table 8: R^2

Variables	R^2
Market orientation	-
Learning orientation	-
Corporate governance	0.384
Competitive advantage	0.459

Results output composite reliability for all variables have values above 0.70. So, it can be concluded that all invalid constructs have a good reliability. For the case earlier, testing its reliability might use 1 of 2 results earlier where the result is the same.

Structural model testing (inner model): Testing of the structural model is done by looking at the value of R^2 which is a test for goodness-fit models. Study of the model of corporate governance through market orientation and learning orientation in the achievement of competitive advantage.

Based on Table 8, note that the variable market orientation and learning orientation can explain the variable corporate governance of 38.4% while the rest can be explained by other factors not included in the model. Variable market orientation, learning orientation and corporate governance variables may explain the

competitive advantage of 45.9% while the rest can be explained by other factors not included in the model. Second, test is to see the significance of the influence by looking at the value of the parameter and the value of coefficient t statistic significance (Table 9).

The magnitude of the coefficients of the parameter 0.590 which means, there is a positive influence on the market orientation of the corporate governance of 0.590 with a value of the t-statistic of 1,843, since value of $t_{statistic} < t_{table}$ 2.039 (t_{table} significance 5% = 2.039) or in other words there is a meaning accepted H_1-influence between the market orientation of corporate governance but not significant.

The magnitude of the coefficients are parameters mean 0.176 positive learning effect of orientation of the corporate governance of the t-value 0.176 statistics of 1.498 because the value of $t_{statistic} < t_{table}$ 2.039 (t_{table} significance 5% = 2.039) or in other words, there is a meaning accepted H_2-influence between learning orientation towards corporate governance but not significant.

The magnitude of the coefficients are parameters mean 0.209 positive influence of market orientation on the competitive advantage of 0.209 with t-value statistics of 1.343 because the value of $t_{statistic} < t_{table}$ 2.039 (t_{table} significance 5% = 2.039) or in other words, there is a meaning accepted H_4-influence between market orientation towards a competitive advantage but it is not significant.

The magnitude of the coefficient parameters 0.354 which means there is a negative influence on the learning orientation towards the competitive advantage of the t-value of 0.354 statistics of 2,693 due value $t_{statistic} > t_{table}$ 2.039 (t_{table} significance 5% = 2.039) or in other words, there is a meaning denied H_5-influence between orientation toward learning and significant competitive advantage.

Table 9: Path coefficient

Descriptions	Original sample estimate	Mean of subsamples	SD	t-statistic
Market orientation → Corporate governance	0.590	0.535	0.320	1.843
Learning orientation → Corporate governance	0.176	0.171	0.118	1.498
Market orientation → Competitive advantage	0.209	0.197	0.156	1.343
Learning orientation → Competitive advantage	-0.354	-0.338	0.132	2.693
Corporate governance → Competitive advantage	0.488	0.469	0.212	2.308

The magnitude of the coefficients are parameters mean 0.488 positive influence on corporate governance to the competitive advantage of 0.488 with t-value statistics of 2.308 because the value of $t_{statistic} > t_{table}$ 2.039 (t_{table} signifikansi 5% = 2.039) or in other words, there is a meaning H_6 denied the influence of corporate governance on the competitive advantage and significant.

CONCLUSION

Based on the results of research, discussion and problem solving which has been described previously, the following conclusions can be drawn:

Conditions market orientation in high school economics, Kopertis Region III DKI Jakarta, through indicators (customer) student orientation, competition and intra-functional orientation orientation mean, capable of creating corporate governace although not significant which had magnitudes of the coefficients of 0.590 parameters which means that there is a positive influence on the market orientation of corporate governace of 0.590 with a value of the t-statistic of 1,843 because the value of it$_{statistic} < t_{table}$ 2.039 (t_{table} significance 5% = 2.039).

Condition learning orientation in High School Economics, Kopertis Region III DKI Jakarta, through indicators of the commitment to learning, shared vision, open-mindedness and intra-organisational knowledge sharing, capable of creating corporate governace although not significant which had magnitudes of coefficient parameters 0.176 which means a positive influence on learning orientation towards corporate governace of 0.176 with t-value statistics of 1.498 because the value of $t_{statistic} < t_{table}$ 2.039 (t_{table} significance 5% = 2.039).

Conditions market orientation in High School Economics, Kopertis Region III DKI Jakarta are able to create competitive advantage by differentiation of innovation indicators and market differentiation, although not significant but have magnitudes of 0.209 parameter coefficient which means that there is a positive influence on the variable market orientation to the competitive advantage of 0.209 with t-value statistics of 1.343 because the value of $t_{statistic} < t_{table}$ 2.039 (t_{table} significance 5% = 2.039).

Condition learning orientation in High School Economics, Kopertis Region III DKI Jakarta are able to create competitive advantage by differentiation of innovation indicators and market differentiation, significantly and has a magnitude of -0.354 parameter coefficients which means there is a negative influence on the learning orientation towards the competitive advantage of the t-value of 0.354 statistics of 2.693 due value $t_{statistic} > t_{table}$ 2.039 (t_{table} significance 5% = 2.039).

Conditions corporate governace with indicators of transparency, accountability, responsibility, independency and fairness in High School Economics, Kopertis Region III DKI Jakarta are able to create competitive advantage, significantly and had magnitudes of coefficient parameters of 0.488, meaning there is a positive influence on the variable corporate governace of the competitive advantage of 0.488 with t-value statistics of 2.308 because the value of $t_{statistic} > t_{table}$ 2.039 (t_{table} significancei 5% = 2.039).

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