



# Nurturing Excellence: Leveraging Service Quality for Competitive Advantage in Islamic Boarding Schools

Sevia Diana<sup>1\*</sup>, Abdul Wahid Zaini<sup>2</sup>

<sup>1</sup>Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember, Indonesia

<sup>2</sup>Universitas Islam Negeri Maulana Malik Ibrahim Malang, Indonesia

Email: [dianasevia12@gmail.com](mailto:dianasevia12@gmail.com)

## ABSTRACT

### Keywords:

Quality of Service,  
Competitive  
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### \*Corresponding Author

This study illustrates the quality of service in building competitive advantage in Nurul Jadid Islamic Boarding School. This research uses a qualitative case study approach. Data were obtained from observations and interviews. The resource persons in this study amounted to seven people and consisted of leaders of the Nurul Jadid Islamic boarding school, bureau leaders, bureau staff, students, guardians, alumni and the community around the Nurul Jadid Islamic boarding school. Data analysis using Milles and Hubberman data reduction, data display and data verification. The results obtained from the application of service quality in building competitive advantage at Nurul Jadid Islamic Boarding School are (1) Tangible: real services such as E-Bekal services, BPS, student visits, goods deposit services, and so on, (2) Reliability: services in the form of reliability such as TOEFL test services, service SOPs, service regulations, teacher centralization, etc., (3) Responsiveness: responsive services or complaints from guardians in the form of guardian groups, (4) Insurance: health insurance, employment and pension security, (5) Empathy: the role of guardians for students

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## INTRODUCTION

An educational institution, especially in Islamic boarding schools, always tries to be better and develop that is able to create a positive image in the hearts of the public. So that the public is able to give a decision to register with Islamic boarding schools that are considered good. Quality development certainly requires productive relationships based on a clear vision and mission (Imam, M. 2022).

A service is a useful activity that one party can offer to another, very mainstream product without resulting in any ownership. Its production can be attributed or not to physical products (Haryanti & Baqi, 2019). Quality of service becomes something that Insist Because this can determine customer satisfaction (Zamroni et al., 2023; Muhith et al., 2023). To remain loyal to using its services, customers will give a good response to the quality of service (Enas & Noviana,

2022; Amaliyah et al., 2022). A harmonious relationship between the company and customers, the creation of customer loyalty, providing word-of-mouth promotion (word of mouth) As well as providing a good basis for these repeat purchases, all of these include examples of the benefits that customer satisfaction provides. Service quality is the expected level of excellence and control over the level of excellence to meet customer needs (Haryanti & Baqi, 2019; Mukarramah, 2023). Society as consumers, namely service users, is not only a measure of service quality determined but service users.

Nurul Jadid Islamic Boarding School brings together two major currents of traditional and modernity. The success of pesantren in achieving its great ideals is based on authentic understanding, submission to God that permeates the obedience of kyai. Thus, the students try hard to obey the rules of the lodge such as attending congregational prayers and recitation of the yellow book. The kiai set an example of life and taught tranquillity through deeds. Not only related to worship, pesantren are also involved in development activities and community work voluntarily. Pesantren shows devotion because the foundation of teaching is knowledge and mind (morals). That activity is clearly its function and role in selflessly empathizing and caring for common interests. Life is not always a transaction, but also filial piety. Likewise, the responsibility of maintaining cleanliness is their respective obligation through the discipline of protecting the environment and participating in mutual assistance in solving the problems of society, nation and state.

Five signs of service quality according to Kotler's narrative include: real physical evidence as well as services provided by pesantren in the form of E-bekal santri services which aim to facilitate buying and selling transactions through E-bebel cards. Therefore, this E-provision helps guardians in seeing the development of students when buying something. Reliability The ability to provide services as well as an educator provides his knowledge with good competence and quality. In addition, students are also able to make students productivity that can produce alumni desired by the community. Responsive convey information clearly with pesantren services such as websites created by pesantren, groups between guardians and foster guardians, and IT teams that aim to provide information related to pesantren Nurul Jadid. Guarantee examples of services in pesantren such as BPJS provided to educators in pesantren and cottage service. Empathy Provide sincere attention to the care of foster guardians who optimize the interests of students and help inform the condition of students to foster guardians. When one of the students is sick, the foster guardian has the right to visit the home of the student who is sick. This shows evidence of the care of the foster guardian to the sick student (Hum, 2022).

In order to prepare for the current global challenge, educational institutions should carry out various efforts to improve the performance of all components of madrasah/schools in order to have Competitive advantage (competitive advantage). The main purpose of this performance improvement is to realize the intentions and objectives of the institution in creating exit put Students who have intelligence in the fields of science, faith and noble character. The rapid development of information technology can change the way people communicate and work. Michel Porter introduced Five Powers (five forces) that must be exercised by leaders in educational institutions include: (1) Competition between existing educational institutions (competition among existing institutions), (2) Threats from newcomer educational institutions (the threat of newcomers), (3) Threats from educational institutions offering substitute education services (threat of substitute educational services), (4) Bargaining power of suppliers/communities in need of educational services (bargaining power of suppliers), (5) The bargaining power of the buyer (bargaining power of buyers) (Baharun, 2016).

Competitiveness according to Michael Porter is productivity which is defined as the output produced by labor. In general, the definition of competitiveness is the ability of institutions by utilizing productive and sustainable labor and resources to face competition with the maximum potential of superior products. Many pesantren have to compete in an existing market space, exploit consumer demand and sympathizers and have to choose value and cost. When you want to improve the quality of education, you have to spend a lot of money. When costs are insufficient and do not keep pace, efforts need to be optimized in order to maintain value and quality.

Along with the times, pesantren must improve in order to survive (survive) and be able to win the competition between pesantren. The purpose of quality service is to increase competitiveness between pesantren and improve the quality of pesantren. In addition, the services provided by pesantren to students will certainly not disappoint consumers from the guardians and the community. In Nurul Jadid Islamic boarding school, there are three basic services provided to PP students. Nurul Jadid includes education, pesantren, and welfare services. The welfare service is in the form of eating students, toilets, rooms. While education services in the form of formal and informal education. This informal education is a service that is not included in the school curriculum such as developing talents, interests, charisma, masa, iqro', scouts and student council. And the pesantrenan service is in the form of service that draws closer to God as well as congregational prayers 5 times, sunnah fasting, and the commemoration of the birthday of the prophet Muhammad SAW. So that the three basic services

have been fulfilled with service quality, then it all has to do with the 4 functions of the pesantren, this can be fulfilled if the 3 basic needs of the students are met and quality control (Prasilowati et al., 2021).

The three basic services of students can maximize the four functions of pesantren. If a pesantren has poor education services. The meal service is not in order, and cannot worship properly, the students will become unqualified seeds. So that the three basic needs of students affect the Quality of service which Quality of service That's a quality service that will realize the 4 functions of pesantren. When the 4 functions of the pesantren can be realized through 3 basic student service needs are met, the relationship is with the competitive advantages possessed by the Nurul Jadid Islamic Boarding School. As in KKN activities, when assigned outside the cottage, one of the programs is the empowerment of the cottage, this can bring a good image of the cottage as well as a bad image. This is due to the quality of students who have been influenced by the system of student needs in Islamic boarding schools. So quality service has something to do with the competitive advantage possessed by Nurul Jadid Islamic Boarding School. Whether the judge is good or bad depends on the quality of a student himself (Hum, 2022).

So based on the explanation above, researchers feel interested about Competitive advantage in Nurul Jadid Islamic boarding school is very important to build service satisfaction in the Islamic boarding school. If a pesantren service is not of good quality, then public opinion about the pesantren will be low and considered Minus. A similar study was conducted by Nik Haryanti (Haryanti & Baqi, 2019), from this research shows that loyalty will be created by maintaining the image through creating a good perception of product attributes and implementing a service recovery program by apologizing if you make a mistake, taking immediate action, showing regret, providing guarantees and following up. Similar research was also conducted by Arfandi (Legacy, 2019), From this study shows that educational institutions are oriented Continuous improvement Then it requires a commitment to service that must be built and attached to each individual. The same research was also conducted by Imam Tholkhah (Imam et al., 2022).

From this study, it shows findings that the leadership factor of a qualified madrasah head is the main aspect that can improve the quality and competitiveness of this madrasah. Research with a similar theme was also conducted by Giyoto From this study, it shows that there are several steps taken by the Madrasah Aliyah Nurul Jadid institution in forming a brand image, namely by conducting institutional accreditation, instilling good behavior in each student, increasing student achievement, improving teacher quality, and

graduate quality, holding excellent activities and establishing relationships between alumni (Giyoto et al., 2021).

From some of these studies, the majority discuss service quality and branding or the image of an institution. No one has focused on service quality as an effort to build competitive advantage. For this reason, researchers feel the need to conduct this research as an additional insight and reference for educational institutions in particular. This research focuses on the implementation of service quality in increasing competitive advantage at Nurul Jadid Paiton Islamic Boarding School.

## **RESEARCH METHODS**

This research uses a qualitative approach type of case study. This research focuses on service quality in building competitive advantage at Nurul Jadid Paiton Islamic Boarding School in Probolinggo. The selection of qualitative approaches aims to gain a deep understanding of service quality in building competitive advantage at Nurul Jadid Paiton Islamic Boarding School in Probolinggo. The case study was chosen to focus on the specific case of Nurul Jadid Islamic Boarding School and investigate in detail the topic under study (Wen et al., 2020).

The data in this study was obtained through two main techniques, namely observation and interviews. Observations were made to directly observe service practices at Nurul Jadid Islamic Boarding School. Meanwhile, interviews were conducted with seven resource persons who had different understandings related to service quality and competitive advantage, such as the head of the pesantren, bureau leaders, bureau staff, students, guardians, alumni, and the community around the pesantren. The use of a variety of resource persons is expected to provide a comprehensive perspective on the research topic.

Data analysis in this study refers to the methods proposed by Miles and Huberman, namely data reduction, data display, and data verification. Data reduction is carried out by simplifying, selecting, and sorting relevant data from observations and interviews (Buonincontro et al., 2020). Display data includes the presentation of data in visual or narrative form that aids understanding and interpretation. Data verification aims to ensure the accuracy and validity of the data collected. By using this approach, it is expected to gain a deep understanding of the relationship between service quality and competitive advantage at Nurul Jadid Paiton Islamic Boarding School in Probolinggo.

## **RESULTS AND DISCUSSION**

This research is based on a theory pioneered by Kotler about service quality. According to him, service quality is the totality of the forms of

characteristics of goods and services that show their ability to satisfy the needs of their customers, both obvious and hidden (Özkan et al., 2020). Andasari in his research stated that the quality of service partially had a positive and significant effect on my competitiveness. To win the competition, every business actor must be more responsive to the products or services they sell. Product quality will be an important consideration for purchasing. Product quality is the ability of an item to provide appropriate results or performance even exceeding what is desired by service users.

In general, quality service will result in high satisfaction and more frequent repeat purchases. Customer satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the performance of the service received against the expected service performance. The forms of Service Quality implementation in building Competitive Advantage at Nurul Jadid Islamic Boarding School include having the ability to provide promised services accurately and reliably (reliability), a polite and knowledgeable workforce that provides trust and confidence (assurance), describes the physical facilities, equipment and appearance of personnel and the presence of service users (Tangible), including individual care and attention to service users (Empathy), and willingness to help participants and give appropriate attention (Responsiveness).

**Table 1. Services at Pesantren Nurul Jadid**

<b>Dimension</b>	<b>Students</b>	<b>Guardian of Students</b>	<b>Community</b>	<b>Alumni</b>	<b>Employee</b>
<i>Real</i>	<ul style="list-style-type: none"> <li>• E-provision</li> <li>• BPS</li> <li>• Pedatren</li> </ul>	<ul style="list-style-type: none"> <li>• "Sambang Santri"</li> <li>• AND</li> </ul>	<ul style="list-style-type: none"> <li>• SHE</li> <li>• CPA</li> <li>• Lazi Kaf</li> </ul>	<ul style="list-style-type: none"> <li>-Goods delivery services</li> <li>-Lumni Organization</li> </ul>	<ul style="list-style-type: none"> <li>• -Facilities fulfilled</li> </ul>
<i>Reliability</i>	<ul style="list-style-type: none"> <li>• Your TOEFL</li> </ul>	<ul style="list-style-type: none"> <li>• Islamic Content</li> </ul>	<ul style="list-style-type: none"> <li>• BKLH</li> <li>• BLK</li> </ul>	<ul style="list-style-type: none"> <li>• Telkom cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• seminars, training etc.</li> <li>• Centralization of teachers</li> </ul>
<i>Responsive</i>		<ul style="list-style-type: none"> <li>• Student guardian group</li> </ul>			
<i>Guarantee</i>	<ul style="list-style-type: none"> <li>• Timely service</li> </ul>				<ul style="list-style-type: none"> <li>• Health insurance</li> <li>• Job guarantee</li> <li>• Pensioner</li> </ul>
<i>Empathy</i>	Consultation	Website	Website		



## **Real Students**

Services that are tangible and clearly felt by users, namely students who are directly at the Nurul Jadid Islamic Boarding School, for example, are the E-Bekal santri service, the service that is directly given to the students is in the form of E-Bekal santri services, where this service is face to face with students who transact buying and selling at the pesantren. And those who guard the E-Bekal place are E-Bekal officers in each region. This service does not all pesantren have transaction cards such as E-Bekal santri. Because in each pesantren it has the advantage of competitiveness of each pesantren. So, the services that have been provided by Nurul Jadid Islamic Boarding School are various services. This proves that Nurul Jadid Islamic Boarding School has differences with other Islamic boarding schools. In every educational institution must have an organizational culture and competitive advantages.

## **Guardian of Students**

“Sambang santri” is a service that is directly given to students and guardians in the process of sambang santri. The process of sambang santri must initially register online at the pesantren after which the management schedules a time that has been determined by the pesantren management. Services in addition to student sideburns are also services for the guardian payment application through a virtual account where this application is useful for the payment process of student guardians through the VA code.

So, it can be concluded that the services that have been provided by the Nurul Jadid Islamic Boarding School to the guardians are services that are directly virtual accounts and sambang santri. This service is a newly implemented service at Nurul Jadid Islamic Boarding School. Not only sambang santri and VA services, but there are also services in the form of da'wah content such as pesantren information and marketplaces.

From some of the explanations of the guardians above, it can be concluded that the services provided by the Nurul Jadid Islamic Boarding School to the guardians have a positive impact. Especially in the da'wah content broadcast live on social media, Nurul Jadid Islamic Boarding School will have many benefits because it can recite to caregivers online. The majority of Islamic boarding schools in East Java have used live streaming during the recitation.

## **Community**

The services provided by Nurul Jadid Islamic Boarding School to the community around the pesantren are as well as YBS (social service foundation) and laziskaf services. In addition to the services provided by Nurul Jadid Islamic Boarding School to the surrounding community, there are also services in the

form of health, namely the Az-Zainiyah clinic. With the explanation above, it can be concluded that the services provided by Nurul Jadid Islamic Boarding School to the community are in the form of assistance. This is a form of concern for fellow humans who are less fortunate. So Pondok Pesantren has two foundations that manage social assistance and zakat malls. Not only services in the form of social assistance but services in the form of applications that have been implemented in the Probolinggo community. Not only application services made by one of UNUJA students, but there are many more services provided, such as BLK services, namely job training centers in the automotive sector for students and the community.

The services received by the community are many services provided by the Nurul Jadid Islamic Boarding School. This service can build competitive advantages between Islamic boarding schools. There are many advantages possessed by Nurul Jadid Islamic Boarding School, including applications that follow the times such as pedatren and E-Bekal santri.

### **Alumni**

The services received by alumni include P4NJ services when holding activities such as commemorating the haul of the founder of the Nurul Jadid Islamic Boarding School and of course many more. In addition to the service of trustees, vacation group services are also coordinated by alumni in each region such as Situbondo, Bondowoso, Jember and others. There are also services in the form of organizations in each lecture area such as IMAN (Nurul Jadid Malang alumni association). So, the services received by alumni are various kinds of services including services in the form of goods delivery services, Islamic boarding school holiday groups and alumni organizations in their respective regions. All of them aim to maintain friendship between alumni and Nurul Jadid Islamic Boarding School.

### **Educators and Severance Managers**

The services provided to Islamic boarding school administrators and education staff are in the form of adequate facilities and also a comfortable place. The services provided by educators and administrators of pesantren are adequate facilities and adequate places. This will support the performance of Nurul Jadid Islamic Boarding School employees.

Tangible includes the appearance of physical facilities, equipment, personnel and means of communication (Ruslim et al., 2020). Tangibles are things that have a physical existence and can be seen and touched (Susanti et al., 2021). This service is tangible in the form of physical appearance, equipment, personal and communication media in service. This dimension is felt by the community



as a user of good services, so the community will judge it well and the community feels satisfaction with the services provided by Nurul Jadid employees. But on the contrary, if this dimension is perceived by the community as bad, the community will judge badly and will not feel satisfied with the services provided by pesantren. By measuring this dimension, it is necessary to know the quality of service can be measured by sub-indicators such as comfort of service places, service facilities, completeness of tools in service, and ease in the service process. It can be seen that tangible services such as those provided by the Nurul Jadid Islamic Boarding School for example services to E-Bekal santri and BPS. The service in this place has proven that the facilities and completeness of the tools meet the service standards. Therefore, the services at Nurul Jadid Islamic Boarding School can be said to be of high quality and can compete with other Islamic boarding schools.

### **Reliability Students**

Fulfillment of appropriate and satisfactory service includes punctuality, ability to provide services and ability to respond to complaints if there are incoming complaints from customers and provide services reasonably and accurately. Fulfillment of appropriate and satisfactory service is the main key in maintaining a good relationship between service providers and customers. This includes several important aspects such as punctuality in providing promised services, proficiency in providing services that are in accordance with customer needs, and the ability to respond to complaints quickly and effectively if there are problems arising from the services provided. Good service quality also includes the ability to provide services in a reasonable and accurate manner, maintain clear and efficient communication, and provide appropriate solutions when customers need assistance.

In addition, the importance of fulfilling appropriate and satisfactory services is also reflected in efforts to ensure that every interaction with customers not only meets their expectations but also exceeds expectations. This involves providing services that go beyond the standard, by paying extra attention, listening carefully, and providing solutions that are innovative and relevant to customer needs. Thus, the service provider not only becomes a mere provider of products or services, but also becomes a trustworthy and solutive partner for customers, creating a long-term relationship that is mutually beneficial for both parties.

### **Educators and Managers**

Services provided by Nurul Jadid Islamic Boarding School to educators and administrators of Islamic boarding schools. Based on the results of an

interview with kasubag. The management of Nurul Jadid Islamic Boarding School provides guarantees on time in the service right away if it can be completed by the management of the Islamic boarding school trying to be on time. For example, making a student E-Bekal card when lost, then on that day the E-Bekal manager will try to complete it on time. Because if it is postponed, it will result in students not using the E-Bekal card according to Islamic boarding school regulations. Distributing knowledge to students includes services carried out by educators coordinated by the Education Bureau.

## Community

The field of Environmental Conservation (BKLH) is a forum for pesantren services in the social and community fields. Alumni Reliability or reliability is a dynamic that is very important in an organization's work (Subaida et al., 2020). Reliability is a form of characteristic or characteristic that has very high work performance from employees (Sumarta, 2020). Service reliability can be seen from the services provided and in accordance with the knowledge they have. So, it can be concluded that there are several services provided by Nurul Jadid Islamic Boarding School to educators. All of this shows the efforts of pesantren to increase knowledge and work professionally. From looking at several Islamic boarding schools around Nurul Jadid Islamic Boarding School, only Nurul Jadid Islamic boarding schools that have these transaction cards in other boarding schools do not use them. This is a competitive advantage owned by Nurul Jadid Islamic Boarding School. In the services that have been provided by Nurul Jadid Islamic Boarding School is an accurate and reliable service.

Nurul Jadid Islamic Boarding School prioritizes service user satisfaction. This service can be interpreted as doing it correctly in accordance with work procedures, service standards and time that has been promised and also consistent. Fulfillment of appropriate and satisfactory services includes punctuality, ability to provide services and ability to respond to complaints if there are incoming complaints from service users and provide services reasonably and accurately. As well as on Nurul Jadid's website, there is a column containing complaints for the community, student guardians, participants and alumni. So Nurul Jadid Islamic Boarding School provides accurate and reliable services so that Nurul Jadid Islamic Boarding School becomes a boarding school that can compete with other pesantren. With the cooperation between other campuses and cooperation with Telkom, this proves that the services provided by Nurul Jadid Islamic Boarding School are of quality and have competitive advantages and the culture of the pesantren owned. This is in line with Porter's competitive advantage indicators, one of which is Factor conditions refers to inputs used as factors of production, such as labor (HR / Nurul Jadid Islamic

Boarding School Manager). Porter argues that the main key factor of production is creation (Bhegawati & Greetings, 2019).

### **Guarantee**

Services in the form of guarantees provided by Nurul Jadid Islamic Boarding School to service users, especially to educators in Nurul Jadid Islamic Boarding School. Insurance in the form of health insurance, job security and pensions. There are three types of services in the form of guarantees to educators and boarding school administrators, namely health insurance, job security and education (Haron et al., 2020). This will result in employee morale. In addition, the guarantee given to educators and administrators of Islamic boarding schools is a form of caring for employees who work at Nurul Jadid Islamic Boarding School.

The assurance dimension is a dimension of service quality related to the ability, knowledge, friendliness and courtesy and trustworthy nature of employees in providing service. Friendly employees will be one of the supporting factors for service users to give a good assessment of the services presented (Rohman & Sucahyo, 2022). The guarantee given by the Islamic Boarding School to students is in the form of a guarantee of the right time and fast in the service process. Because Nurul Jadid Islamic Boarding School does not want consumers to feel the disappointment they experienced. Services in the form of guarantees are only provided to educators and administrators of Islamic boarding schools. There are 3 types of guarantees including health insurance, job security and pensions (Cuadros-Meñaca et al., 2020). This is all forms of responsibility that pesantren have to their subordinates. And also, to motivate his subordinates through such guarantees. This guarantee is a service owned by pesantren. And this is an advantage that can compete among several other pesantren. This is in line with Porter's competitive advantage indicators, one of which is Factor conditions refers to inputs used as factors of production, such as capital and facilities (guarantees) (Bhegawati & Greetings, 2019).

### **Responsive Students**

Student responses often occur when there are administrative problems, VA and pedatren etc. Santri as a user of services at Nurul Jadid Islamic Boarding School so students play a very important role in assessing the services provided by the pesantren. Conveying information about Nurul Jadid Islamic Boarding School through social media such as YouTube, Instagram, twitter, blog etc. This proves that the Islamic Boarding School disseminates information about the pesantren including activities held by the Nurul Jadid Walisantri Islamic

Boarding School. Feedback or input to Nurul Jadid Islamic Boarding School from walisantri in the form of a group created by each waliasuh. This group aims to inform the activities of students at Nurul Jadid Islamic Boarding School and ask their children.

Responsiveness is the willingness and desire of service providers in meeting the needs of the community and providing good, fast, appropriate and responsive services and responses in responding to every customer complaint (Rohman & Sucahyo, 2022). Responsiveness here can mean the response or alacrity of service providers in helping people who need service assistance (Marande, 2017). The response made by the pesantren management did not respond and serve optimally. However, the pesantren management tries its best to provide the best to service users at the Nurul Jadid Islamic Boarding School. Therefore, the walisantri's response to pesantren services is not satisfactory. Then this needs to be corrected so that the problem does not recur. According to Kotler, service as an action or activity that can be offered by one party to another party that is basically tangible and does not result in any ownership. While those related to service are human factors that serve, the tools or facilities used and even the attitude of each person who gives service and who is served. Services in the form of responses or complaints provided to Pondok Peantren Nurul Jadid. This complaint was from the guardians, community, alumni and administrators of the pesantren. The services complained about are usually in the form of input or suggestions for the services of the Nurul Jadid Islamic Boarding School. Complaints provided by pesantren can be passed through the pesantren website and can also contact the contact listed on the website. This is in line with Porter's competitive advantage indicators, one of which is Factor conditions refers to inputs used as factors of production, such as labor (HR / Nurul Jadid Islamic Boarding School Manager). Poter argues that the main key factor of production is creation (Bhegawati & Greetings, 2019).

### **Santri Empathy**

Willingness of employees to establish relationships, good communication, personal attention and understanding of individual customer needs. This service dimension is in the form of empathy, as well as the form of caring service to customers, namely to students and guardians (Baharun et al., 2021). Not only that, this form of empathy service is a sense of concern for students, as well as when students are sick, the foster guardian has the right to treat and deliver to the BPA clinic.

Empathy is the ability of the company or company staff to give sincere personal attention to consumers by trying to understand consumer desires,

which include ease of contact, good communication and understanding consumer needs (Tumbelaka et al., 2019). This empathetic service is a sincere service given to students and guardians. This service aims to attract attention and accommodate consultation from several student guardians to their foster guardians. This makes it easier for the guardian to control the students who have been educated by the guardian. According to Kotler and Koller stated that service quality must start from customer needs and end at emotional perceptions starting from the needs of customer perceptions where customer perceptions of service quality are a comprehensive assessment of the excellence of a service. Services in the form of attention given by guardians to students are usually in the form of services that serve students when sick, payments and other services (Harding et al., 2020).

This wali asuh is very important when students need help from guardians. From wali asuh himself is educated to become a person who can protect his students in pesantren. Service quality according to Zeithaml is a comparison between good expectations (Expectation) and performance (performance). To quote Lewis and Booms 1983 states: Service quality (service quality is a measure of how well a service meets customer expectations. Delivering quality of service means compromising customer expectations in a consistent manner." This is in line with Porter's competitive advantage indicator, namely Related and Supporting Industries, referring to the availability of strong linkages between customers and institutions, this relationship and support is positive which leads to increased company competitiveness. Porter developed a model of this condition factor with industry cluster or agglomeration, which benefits the potential technology knowledge spillover, proximity to consumers so as to further increase market power (Bhegawati & Greetings, 2019).

## CONCLUSION

From the description and data presented above, it can be concluded that the implementation of Service Quality in building Competitive Advantage at Nurul Jadid Islamic Boarding School. are (1) Tangible: tangible services such as E-Bekal, BPS, sambang santri, goods delivery services, and so on, (2) Reliability: services in the form of reliability such as TOEFL test services, service SOPs, service regulations, teacher centralization etc., (3) Responsiveness: services that are responses or complaints from guardians in the form of guardian groups, (4) Assurance: health insurance, job security and retirement, (5) Empathy: the role of guardians to students.

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