

Porter's Generic Strategy In Improving School Competitiveness In Mts Khoirul Kasbi Desa Paldas

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ABSTRACT

This study aims to describe Porter's Generic strategy in increasing school competitiveness, to analyze what are the inhibiting and supporting factors for implementing Porter's Generic strategy in increasing school competitiveness, and to analyze the impact of Porter's Generic strategy in increasing school competitiveness at MTs Khoirul Kasbi. The approach used in this study is a qualitative approach. Data collection techniques used include: observation, interviews and documentation. Data analysis techniques used by researchers by carrying out several steps including: reading, reading and reading, coding, giving meaning, developing various relationships, and writing the results of the analysis into a story. The results of this study indicate that MTs Khoirul Kasbi has implemented the concepts of Porter's Generic strategy, namely the Cost Leadership Strategy by reducing educational costs, even MTs Khoirul Kasbi provides free tuition to students, while from the differentiation strategy Mts Khoirul Kasbi has implemented the tahfidz Qur' superior program an and reading of the Yasin surah which is carried out before starting the learning process, and the focus strategy of MTs Khoirul Kasbi focuses more on or improves the Tahfidz Qur'an program with the aim of increasing students who have good morals. As for the inhibiting factors, namely: Lack of student interest in implementing the flagship program (Tahfiz Qur'an program), and many students cannot read the Qur'an While the supporting factors are: Unique Skills, High enthusiasm from students, Adequate facilities, and good teacher performance. With the implementation of Porter's Generic strategy, it has a very positive impact on developments at MTs Khoirul Kasbi, such that many people are interested in sending their children to MTs Khoirul Kasbi, thus the number of students at MTs Khoirul Kasbi continues to increase every year.

Keywords: Porter's Generic Strategy, Increasing Competitiveness

INTRODUCTION

Education is the most important side to ensure the resilience of a country because education is a vessel in preparing the quality of human resources. After all, a person's level of education greatly affects the level of education in a country. It is considered that the achievement of a country is largely controlled by its achievements in improving and refreshing the schooling area, as one of the indicators of a country's progress, where the country has great human resources and can compete, to be more specific individuals who are advanced in the field of training. It is not surprising that schools have turned into conflict areas in today's culture because educational organizations are the kitchen for the future of society and the state (Nugroho et al., 2022; Rahmawati et al., 2022).

Competition between educational institutions is so intense that school principals must be prepared to face current difficulties. Today's serious difficulties are more attractive, for example, competing with new, more intensive, and better quality instructive foundations. To deal with these difficulties, school administrators as instructive pioneers must develop excellence and not be effectively imitated by competing schools (Wijaya, David, 2016).

Thus schools must improve the quality of education so that schools can face intense competition because the advantages possessed by schools are very important and also beneficial (Khofifah et al., 2020; Nugroho et al., 2022). The advantages in educational institutions or schools are benefits that include students, framework, school climate, teachers,

education plans, learning steps, environmental content projects, and self-development. According to Djoyonegoro in Muhaimin, the characteristics of a superior school are: (1) having advantages over other schools; (2) having very complete infrastructure; (3) better learning framework and longer review time; (4) the selection of applicants is very selective; and (5) obtaining extraordinary premiums from the local area as evidenced by the number of applicants who exceed the class limit (Muhaimin, 2009).

To get an advantage over other schools, it is not just procedures but must be balanced with good teaching administration arrangements for teaching administration, especially students. Students here are clients of learning administration, so the administration provided must be very helpful, especially allowances that suit the needs of students at the school. Strategy is an activity that is regulated to achieve progress for the organization (Lestari & Rahmawati, 2020; Nugroho et al., 2022; Nurdin et al., 2020). The technique also results in extraordinary and important positions that are gained through a series of exercises. Engineering settings require an experienced cycle, especially by examining the situation, self-assessment, and competitor investigation, and in addition to evaluation, the goals of the association are determined (Yunus, Endy, 2016).

Of course, Porter's competitive strategy is urgently needed because there is something else and more contest between schools, be they non-public schools, Islamic schools, business colleges, government-funded schools, self-taught schools, and various types. Schools compete for clients for instructive administration. or vice versa students. Therefore, these school development experts need to convince teaching administration clients that the school they supervise has attendance and that teaching administration is provided according to their needs so that this type of teaching administration can be felt and felt by teaching administration clients.

Porter's strategy theory used for systems states that organizations and companies can achieve excellence by depending on important resources that have the upper hand, especially administrative costs, segregation, and concentration. Cost authority systems deliver item parts or administration at a lower cost than competitors offer. This technique can provide better benefits than expected because it allows organizations to lower costs and beat their competitors but at the same time gain profits (Purwasi, Try; Nurcholis, Lutfi, 2015).

Porter's differentiation strategy alludes to the attractive value of goods and administration. (Purwasi, Try; Nurcholis, Lutfi, 2015) In overseeing administrative separation, creative elements are needed, for example, First, offer the assistance expected by the client. Second, administrative organizations can recruit and better prepare individuals to deliver their administration. Third, administrative organizations can separate images through images and brands (Fatihudin, Didin; Firmansyah, Anang, 2019).

As stated by David Wijaya, the system of separation must be made possible in two ways, specifically: (1) Strengthening (illustration) of institutions has a difference to schools that compete to become springs of positive separation. (2) Guarantee the construction of payment and school administration costs (Wijaya, David, 2016). The focusing technique can honestly be implemented if the market has a variety of needs. And can also be used in the school sector in improving the quality of education.

One of the educational institutions trying to increase competitiveness is MTs Khoirul Kasbi. Even though the institution was not entirely oriented toward Michael Porter's generic strategy, MTs Khoirul Kasbi was able to demonstrate excellence in competition between institutions. And the concept of institutional management is not far from Porter's generic strategy concept. There are several excellent programs implemented at MTs Khoirul Kasbi as follows:

1. Tahfiz Qur'an Program

The Tahfiz program is one of the flagship programs at MTS Khoirul Kasbi. This program emphasizes the ability of students to memorize the Al-Qur'an. The objectives of this tahfiz program are: a) to produce students who can memorize the Al-Qur'an with a minimum target of 1 chapter of Al-Qur'an, b) to produce a generation that is Qur'anic and has good morals, c) produce a generation that can apply the contents of the Qur'an in daily life

2. Mastering Social Sciences

Studying at school by participating in various programs at the school and playing an active role in school organizations are some of the student activities that are very important in building student confidence in the community in Paldas village, a community that highly respects religious traditions. For example holding a yasinan every time a disaster befalls one of its members or other religious activities that require generations to be able to express themselves in society, of course, all of these require regular self-confidence exercises. Because the students of MTs Khoirul Kasbi are a class of students who have their place in society.

3. Mastering Computer / IT

The computer is a technology that is very useful for human life so at this time, students are required to master the computer. Because the computer can facilitate the search for information for students, can be used as a medium of learning and other useful things.

From the results of initial observations found by researchers at MTs Khoirul Kasbi that Porter's competitive strategy at MTs Khoirul Kasbi of a strategy of cost leadership or reducing educational costs has been implemented by conducting price discounts for parents who can't afford it, free fees for orphans, and also discounted prices if there are families who attend MTs Khoirul Kasbi. The differentiation or innovation strategy has been carried out with the newest program, namely the Al-Qur'an memorization program which is mandatory for all students at MTs Khoirul Kasbi. This program has been implemented for students. Besides that, based on pre-field observations, the researcher found some uniqueness in the education marketing strategy in increasing the competitiveness of schools at MTs Khoirul Kasbi.

METHOD

The method used in this research is field research which is a form of research that aims to reveal the meaning given by community members to their behavior and the surrounding reality. The field research method is used when survey or experimental methods are deemed impractical, or when the research field is still stretched so broadly.

Qualitative research is rooted in natural settings as a whole, relying on humans as research tools, utilizing qualitative methods and inductive data analysis. directing research objectives on the effort to find the theory from the basis. Descriptive in nature, more concerned with the process than the results and limit the study of focus. (Moleong, Lexy J, 2013) So the form of this research is descriptive research, namely research conducted to determine the value of independent variables, or more (independent) without making comparisons or connecting between one variable and another variable. (Sugiono, 2002)

This research was conducted at Mts Khoirul Kasbi, Paldas Village, using data collection techniques, namely observation, interviews, and documentation. This method is used to obtain data related to the research focus.

RESULT AND DISCUSSION

Porter's Generic Strategy in Increasing the Competitiveness of Schools at MTs Khoirul Kasbi

The results of observations made by researchers that Porter's Generic strategy had already been implemented at the time of admission of new students. The implementation of Porter's Generic strategy has been implemented for the past 3 years until now. One of Porter's

Generic strategies is to reduce the cost of education. In this case, it can be seen from the results of the interview that MTs Khoirul Kasbi has carried out Porter's Generic Strategy starting from such a low cost and also the flagship program that has been implemented, but there are still deficiencies in it. For this reason, schools still need the concept of a competitive strategy that can be implemented in improving the quality of schools so that they can compete with other schools.

The purpose of carrying out this Generic Porter strategy is so that the Khoirul Kasbi MTs School can win the competition with other schools. Schools should emphasize good competitive strategies in increasing school competitiveness so that the human resources in schools can act appropriately in facing competition. If an institution or school wants to increase its business in the face of intense competition, it must have a business concept, namely a low-cost product.

MTs Khoirul Kasbi promoted the school by making banners that were distributed to several villages to attract the interest of people outside the village. Apart from that, the school also distributed brochures and pamphlets which included the flagship programs in Mts Khoirul Kasbi. This is under the results of observations made by researchers at Mts Khoirul Kasbi that it is true that Mts Khoirul Kasbi made brochures, banners, and pamphlets that were distributed to the public. Besides that, to complement the research results from the interviews, the researchers included the results of supporting documentation to complement the information needs of this researcher's data.

Table 1. List of Document Chacklists

No	Document	There	None
1	Promotion media		
	- Banner	√	
	- Brochure	√	
2	Website	√	
3	Photo	√	

The results of the interviews and observations that have been explained, it can be concluded that the school continues to carry out promotions with the community so that many are interested in sending their children to MTs Khoirul Kasbi. Mts Khoirul Kasbi School aims to carry out promotions by placing banners and also distributing brochures both in Paldas Village and also to neighboring villages. This was done to get to know Mts Khoirul Kasbi School even more. The following will explain Porter's Generic strategy which will be described, analyzed, and interpreted one by one as follows.

1. Overall cost strategy

The overall strategy carried out by each school requires that it be able to provide low prices or tuition fees and be able to beat existing competitors. In this case, MTs Khoirul Kasbi provides very low fees and even provides free tuition fees every month. Thus the community can send their children to school. So that the people of Paldas Village have no more children who do not continue to the next level after they have completed their education in elementary school.

Based on the results of the research it was found that MTs Khoirul Kasbi has implemented this Generic Porter strategy because seeing very tight competition, our school provides a reduction in school fees which is so low at the time of admitting new students

besides that the school also waives monthly tuition fees, this is done as one of the promotions to attract public interest, so they can send their children to MTs Khoirul Kasbi. This is also done by looking at the economy of the people in Paldas village who want to send their children to school but they cannot afford to pay the high school fees. With the low fees provided by MTs Khoirul Kasbi, it is affordable for the community to send their children to school.

The results of the research that has been carried out show that it is known how school principals, teachers, and administrative staff implement Porter's Generic strategy in increasing school competitiveness at MTs Khoirul Kasbi. The school principal implements that by providing a reduction in school fees which are so low at the time of admitting new students besides that we also waive monthly tuition fees, this is done as one of the promotions to attract public interest, so they can send their children to MTs Khoirul Kasbi. This is also done by looking at the economy of the people in Paldas village who want to send their children to school but they cannot afford to pay the high school fees. With the low fees provided by our MTs, it is affordable for the community to send their children to school.

The description of the teachers regarding the implementation of Porter's Generic strategy at Mts Khoirul Kasbi has been implemented for the past three years covering several points such as providing low fees to people who want to send their children to MTs Khoirul Kasbi besides that we also waive monthly tuition fees, this effort carried out to attract the public's interest in enrolling their children in MTs Khoirul Kasbi School as well as the implementation of the School's flagship program.

1. Focus Strategy

The results of the researchers regarding Porter's Generic strategy from the focus strategy show that MTs Khoirul Kasbi has implemented excellent programs such as the Tahfiz Qur'an Program, Mastering Social Sciences, and Mastering Computers/IT. In addition, some recitations are held at night from after the evening prayer until after Isha'.

The flagship program at MTs Khorul Kasbi will start the learning process at school, all students are required to carry out religious activities, namely reading Yasin from Monday to Saturday and this activity is routinely carried out. Apart from that, we also have a program called tahfiz Qur'an each of which will be completed from MTs Khoirul Kasbi, students are required to memorize at least 1 juz besides that there is also a program for mastering social sciences and mastering computers. And there are also extracurricular activities such as paskibra, evening recitation, and muhadharah.

2. Differentiation Strategy

Porter's Generic Strategy at Mts Khorul Kasbi is implemented in several main sectors of the School's flagship program, this is evidenced by the fact that most of it leads to a differentiation strategy that is a distinguishing and unique feature of the School such as reduced costs, free monthly tuition, School programs, to promotions that school did. Thus indirectly MTs Khoirul Kasbi has helped people who have a low economy.

The School's flagship program can be used as a differentiator from other schools, namely: (a) Reading the Yasin surah before starting the learning process; Joint Yasinan Activities at the Schoolyard Mosque. This joint yasinan activity requires all MTs Khoirul Kasbi students to do it every day before class starts. This is implemented as part of character education in schools; (b) Tahfiz Qur'an activities; Apart from muhadharo activities which are religious, the Khoirul Kasbi School also has other religious activities, namely Tahfiz Qur'an activities. As for the activities of tahfiz Qur'an or the process of memorizing a minimum of 1 juz at MTs Khoirul Kasbi, it is routinely carried out every week, precisely on Thursday in the afternoon. Apart from being a requirement to be able to take part in the "Free Fee" School program from the

School, the purpose of carrying out this activity is to facilitate students by equipping them with knowledge about the Qur'an as capital to plunge into society.

A differentiation strategy is an institution trying to increase customer loyalty by uniquely placing its product or service or differentiating it from other competitors. From the uniqueness offered, differentiation can be made in the form of work, such as differentiation in the innovation of the Qur'an tahfidz program and the Yasin surah reading program before starting the learning process.

Inhibiting and supporting factors for implementing Porter's Generic strategy in increasing school competitiveness

Obstacle factor

a. Lack of student interest in the implementation of the flagship program (Tahfiz Qur'an program)

The results of the study show that in carrying out superior school programs such as the tahfidz program there is a crucial problem, namely that most students often do not focus on memorizing and participating in school program activities. In this case, the flagship program at MTs Khoirul Kasbi has been implemented well. Apart from that, in dealing with students who are less responsive in learning, the School will provide guidance and motivation to these students so that they are motivated to take part in the program. In addition, researchers also made observations based on the results of observations which found that the program owned by MTs Khoirul Kasbi had been implemented very well and the teachers who taught were under their respective educational qualifications.

b. Many students cannot read the Qur'an

Based on the results of interviews with the head of the school that there are still many students who cannot read the Qur'an, this is, of course, a difficulty in implementing the tahfiz program. Because every implementation of memorizing must be read first, if this cannot be done by students independently it will certainly hinder the process of memorizing the Qur'an. It is also seen that MTs Khoirul Kasbi has not achieved any achievements in the tahfidz program. Supporting Factors for Implementing Porter's Generic Strategy in increasing school competitiveness.

Supporting factors

a. Unique Skills

The results of the study found that several teachers had unique skills, namely being able to design brochures or banners to make it easier to disseminate information on new student registration. Thus if there are teachers who can make their brochures and banners, they can save costs in school expenses. Of course, the expertise possessed by this teacher has a very positive impact on the progress of the school and is also an important part of increasing excellence in competition. By making an attractive school design, it has attracted a lot of people's interest in sending their children to MTs Khoirul Kasbi. In this case, it is not only that skill that must be possessed by the teacher, there must be other unique skills so that it can be an advantage compared to other schools.

b. High enthusiasm of students

Based on the results of the research it was found that in the implementation of the superior program owned by the School, when this superior program was carried out the students were very enthusiastic, and this became a support in the progress of the School. because this activity is very beneficial for them. Even though there are still students who cannot read the Qur'an,

they are still eager to take part in the superior program implemented by the school. In addition, the school continues to guide until students can read the Qur'an and can also memorize the Qur'an well.

c. Adequate facilities

From the research results obtained, it can be concluded that the facilities and infrastructure at MTs Khoirul Kasbi are sufficient, but some suggestions must be added, such as a library room and laboratory room. And schools have made good use of existing facilities such as study room facilities, mosques, wells, etc. This is also according to the table below:

Table 2. Condition of Facilities and Infrastructure at MTs Khoirul Kasbi, Paldas Village

No	Name	Amount	Condition
1	Principal's office	1 Room	Good
2	Teacher's room	1 Room	Good
3	Study room	5 Room	Good
4	Mosque	1 piece	Good
5	School building	2 Buildings	Good
6	Teacher's chair	12 Pieces	Good
7	Teacher's desk	12 Pieces	Good
8	Sofa for guest	1 set	Good
9	Student desk	190 Pieces	Good
10	Student chair	190 Pieces	Good
11	Whiteboard	5 pcs	Good
12	Teacher toilet	2 pieces	Good
13	Student toilet	2 pieces	Good
14	Hand washing facilities	4 pieces	Good
15	Well	1 piece	Good

The table above explains that the facilities and infrastructure at MTs Khoirul Kasbi are sufficient and also very supportive of the progress of the school. So that school activities can run smoothly because if the facilities at the school are inadequate, student teaching and learning activities will not run well. Therefore facilities and infrastructure are also very important in supporting activities in schools.

The impact of Porter's Generic strategy in increasing the competitiveness of schools at Mts Khoirul Kasbi

The implementation of Porter's Generic strategy implemented at MTs Khoirul Kasbi had a very positive impact and also provided enormous results for the school. This is evidenced by the continued increase in the number of students at MTs Khoirul Kasbi. Thus this is under the description of the table below:

Tabel 3. Rekapitulasi Data Siswa Sekolah Tsanawiyah Khoirul Kasbi Desa Paldas

No	Years	Class			The number of students
		VII	VIII	IX	
1	2018	45	38	39	122
2	2019	48	45	38	131
3	2020	52	48	45	145
4	2021	65	52	48	165
5	2022	70	65	52	187

Based on the table above, it can be seen that it is true that every year the number of new students enrolling at MTs Khoirul Kasbi continues to increase. This is because MTs Khoirul Kasbi has implemented a generic Porter strategy such as low costs. After all, with low costs many people are interested in sending their children to Mts Khoirul Kasbi School. To the data obtained, in 2018 the number of students was 122 students, in 2019 the number of students was 131 students, in 2020 the number of students was 145 students, in 2021 the number of students was 165 students, and in 2022 the number of students was 187 students. Thus the implementation of Porter's Generic strategy has a very positive impact on the development of the Mts Khoirul Kasbi School.

CONCLUSION

Based on the results of the research and discussion of the main points of the research findings as stated in chapter four, it can be concluded that the research is as follows:

Porter's Generic strategy in increasing the competitiveness of schools at Mts Khoirul Kasbi by applying the concepts of Porter's competitive strategy namely: Cost Leadership Strategy by reducing Education costs, even MTs Khoirul Kasbi provides free tuition to students, while from the differentiation strategy, Mts Khoirul Kasbi has implemented the flagship program of tahfidz Qur'an and recitation of surah yasin which is carried out before starting the learning process, and the focus strategy of MTs Khoirul Kasbi is to focus more on or improve the Tahfidz Qur'an program to increase students who have good morals.

In implementing Porter's Generic strategy at MTs Khoirul Kasbi there are inhibiting and supporting factors. The inhibiting factors, namely: Lack of student interest in implementing the flagship program (Tahfiz Qur'an program), and many students cannot read the Qur'an. But this inhibiting factor is not an obstacle in the effort to implement Porter's Generic strategy because this can be overcome by the school so that it can run as expected. While the supporting factors are: Unique Skills, High enthusiasm from students, Adequate facilities, and good teacher performance.

The implementation of Porter's Generic strategy greatly influenced the developments at MTs Khoirul Kasbi, such as many people who were interested in sending their children to MTs Khoirul Kasbi, thus the number of students at MTs Khoirul Kasbi continued to increase every year. And indirectly the implementation of Porter's Generic strategy has a positive impact on improving the quality of education in Paldas Village. In addition, the implementation of Porter's Generic strategy helps the Paldas village community which has a low economy so that there are no more children who cannot continue to the MTs level.

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