

**IMPLEMENTATION OF ZONING SYSTEM POLICY IN THE
ADMISSION OF NEW STUDENTS AT STATE HIGH SCHOOL 115
JAKARTA**

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Abstract

The purpose of this study was to determine how the implementation of the zoning system policy on the acceptance of new students (PPDB) in SMA Negeri 115 Jakarta and obstacles to the implementation of the zoning system policy on the acceptance of new students (PPDB) in SMA Negeri 115 Jakarta. This study is descriptive research with a qualitative approach. The subjects were principals, PPDB Implementation Committee, students and parents. Data collection methods used are observation, interview and documentation. The results showed that: (I) in its implementation based on the principles of objective policy, transparent, accountable and non-discriminatory. in the field according to the principle of transparency has not been done maximally (II) socialization of zoning system policies in the acceptance of new learners conducted by the school to the target group through social media, however, the socialization has not been fully maximized (III) the implementation of the zoning system policy in PPDB at SMA Negeri 115 Jakarta in terms of human resources and non-human resources is very sufficient to support all activities in the implementation of the policy (IV) the disposition of the implementor in the implementation of the zoning system policy has been very good (V) the bureaucratic structure of SMA Negeri 115 Jakarta in the implementation of the zoning system for the acceptance of new students is quite good seen from the division of labor in the PPDB committee.

Keywords: **Implementation, Policy, Zoning System**

1. INTRODUCTION

Law Number 20 of 2003 concerning the National Education System in Article 5 paragraph 1 states that every citizen has the same right to obtain quality education. However, the problem is unequal access and quality of education. Quoted in the republika.co.id of December 18, 2017, Minister of Education and Culture Muhadjir Effendy claimed that access to education in various regions of Indonesia has been quite maximized, but the quality of each school is still very minimal and uneven. The problem of equitable distribution of education quality that still occurs in Indonesia includes the lack of educational support facilities and infrastructure. There is this problem, students who feel they have more potential do not want to go to school at the school and choose to go to their favorite school

which tends to have adequate facilities even though they are far from where they live (Dewintania et al., 2023).

In addition, the problem of the quality of educators and education personnel is also still widely encountered in several regions. So that this problem opens a wide gap in the gap. The community will compete to enter their favorite schools which are known for their complete facilities and infrastructure to support the learning process, competent and professional selected teaching staff and the main priority in providing access to participate in various competitions at the regional, national and international levels. And it has an impact that there are schools with many students and schools that lack students. This inequality will have a bad impact on the world of national education (Bintoro, 2018:49) Given the urgency of equal access and equal distribution of education quality, the Government implements an education zoning policy. The implementation of the education zoning policy is another breakthrough in describing the Government's efforts to equalize access and quality of education. The zoning system in education is the main foundation of the overall school reform arrangement starting from Kindergarten (TK) to Senior High School (SMA). The zoning system for the Admission of New Students (PPDB) in 2017 is regulated in the Regulation of the Minister of Education and Culture No. 17 of 2017 concerning the Admission of New Students (PPDB). The zoning system is a system that is enforced by the determination of zones by each local government which is obliged to accept prospective students who are domiciled in the radius of the nearest zone from the school with a certain percentage of the total number of students accepted. The radius of the nearest zone is determined by the local government according to the conditions of each region. In 2017 the zoning system was first implemented in the admission of new students and was perfected in 2018 through Permendikbud Number 14 of 2018. In 2021, high school schools in the Special Capital Region of Jakarta in the implementation of PPDB have referred to the Regulation of the Minister of Education Number 1 of 2021 concerning the Admission of New Students in Kindergartens, Elementary Schools, Junior High Schools, Senior High Schools, and Vocational High Schools with a quota of 80% for zoning pathways, 15% achievement pathways and 5% transfer pathways (Setiawan et al., 2022).

The George C. Edward III Model approach which includes the variables of Communication, Resources, Disposition and Bureaucratic Structure will be used by researchers in this implementation study. The zoning system is a system that regulates the process of admitting new students according to the area of residence. The system is regulated in Permendikbud Number 14 of 2018 and is intended so that no schools are considered favorite and non-favorite schools. However, the implementation of this system still reaps pros and cons, so the researcher considers it important to conduct research related to the implementation of the zoning policy at PPDB at SMA Negeri 115 Jakarta. Based on the above background, the formulation of the problem in this study is how to implement and

constrain the PPDB zoning system at SMA Negeri 115 Jakarta? Thus, this study seeks to answer the implementation and constraints of the zoning system for new student admissions at SMA Negeri 115 Jakarta (Rachmadhany et al., 2020).

Policy implementation is in principle a way for a policy to achieve its goals. Some of the policy implementation models put forward by Agustino in his book *Fundamentals of Public Policy* (2008, p.140) include: Van Metter and Van Horn models of various factors. These factors include: (1) the size and objectives of the policy; (2) resources; (3) characteristics of the implementing agent; (4) the attitude/tendency of the implementers; (5) communication between organizations and implementing activities; (6) economic, social, and political environment. Models Daniel Mazmanian and Paul Sabatier. This model is called A Framework for Policy Implementation Analysis. An important role in public policy implementation is the ability to identify factors that affect the achievement of formal goals in the entire implementation process. These factors are: (1) the ease of the problem to be worked on; (2) the ability of policies to structure the implementation process appropriately; (3) factors outside the law that affect the implementation (Reirenza et al., 2016).

The George C. Edward III Model is called Direct And Indirect Impact On Implementation. According to Edward, there are 4 factors that strongly determine policy, namely: (1) communication; (2) resources; (3) disposition; and (4) bureaucratic structure. Based on the presentation of the implementation models above, the researcher adopted the George C. Edward III implementation model, because the variables offered were considered the most appropriate to help answer the researcher's problems regarding the implementation of zoning policies in the Admission of New Students (PPDB) at State High School 115 Jakarta. In addition, another reason is because the George C. Edward III implementation model is a top down approach policy implementation model where the policy implementation approach is carried out centrally and starts from central level actors, and the decision is taken from the central level, namely in this study the Zoning System Policy in New Student Admissions (PPDB) was made by the Ministry of Education and Culture is the main person in charge of the policy. Then the Regional Government follows up on the Ministerial Regulation by making regional policies, then the DKI Jakarta Provincial Education Office ensures that all schools organized by the local government in the New Student Admission process (PPDB) have accepted students in accordance with the zoning that has been set. To get more precise and accurate results, the researcher uses all variables so that they can answer the problems contained in this study (Rachmadhany et al., 2020).

2. IMPLEMENTATION METHOD

The descriptive method is the method used in this study. As qualitative research aims to examine the status of a human group, an object, a condition and a system of thought as

well as events that will occur (Antara, 2008). The purpose of a descriptive research is to make an exploratory picture or painting in a systematic, factual and accurate manner regarding the facts, properties and relationships between various phenomena to be studied. Based on these thoughts and by using interview methods, document studies, and literature studies, a description of what happened was made and tried to obtain facts related to the implementation of the zoning system policy at PPDB at SMA Negeri 115 Jakarta. The data processing methods and techniques used data reduction, triangulation techniques, data presentation and conclusion drawn.

3. RESULTS AND DISCUSSION

Zoning Policy in New Student Admissions (PPDB) in Indonesia

In 2021, the Ministry of Education and Culture issued Regulation of the Minister of Education Number 1 of 2021 concerning the Admission of New Students in Kindergartens, Elementary Schools, Junior High Schools, Senior High Schools, and Vocational High Schools. The purpose of this Zoning System School policy is to distribute education equitably starting from the distribution of students in each school, the equal distribution of teacher quality and infrastructure so that there is no longer a contradiction between schools that are commonly called favorite schools or choices with suburban schools. To find out more about the implementation of the PPDB policy at SMA Negeri 115 Jakarta, the author examines it using the theory of George C. Edwards III which explains that there are 4 indicators in looking at the implementation of public policies, namely: Communication, Resources, Disposition, Bureaucratic Structure (Lariani et al., 2023).

Communication is one of the ways to achieve the goals of a program. Communication is something that determines the success of achieving the goals of the implementation or implementation of a policy/program. Communication is related to the process of transmitting or transmitting information, the consistency of the information conveyed, and the clarity of the information, Agustino (2008). Policy communication is very necessary to be conveyed so that policy actors can know and understand what is the content, purpose, and direction of the policy. The success of the implementation of a community program so that the implementers, in this case the DKI Jakarta Provincial Education Office and SMA Negeri 115 Jakarta, know what to do, where this is the goal and the policy target must be transmitted to the target group (target group) so that there is clarity about the zoning system policy in the admission of new students in SMA Negeri 115 Jakarta (Ariani, 2021).

In the process of accepting new students with the zoning system, it is the delivery of information to the community. In communication, there are 2 channels, namely external and internal communication. Internal communication is the process of conveying information

between policy actors or committees from the Admission of New Students at SMA Negeri 115 Jakarta. Communication between implementers, from the government to the school, according to Mr. Drs.M.Anwari, M.Pd. as the Deputy Principal for Student Affairs said that: "Communication with the Education Office if it is urgent can be directly through the phone, but it can also be through email or send a letter directly to the Education Office." From this statement, it is known that internal communication from policy implementers is well established. Both between the government and schools, although the government does not conduct special training, but creates media to establish communication related to the PPDB implementation system. And communication between the committees themselves is well established because they always coordinate to evaluate the implementation of PPDB (Nurhasanah et al., 2021).

Communication and Resources in the Implementation of PPDB at SMA Negeri 115 Jakarta

External communication is the delivery of information to the target or community. In external communication, the committee conducts two methods, namely online and offline methods. This is in accordance with the presentation of Mr. Drs.M.Anwari, M.Pd. as the Deputy Principal for Student Affairs, as follows: "For socialization from the government only through ppt that is shared, to the community yesterday the school did it in two ways: online and offline. For the offline ones, the school itself makes a banner containing several instructions for implementing PPDB online and we always serve prospective students and their parents who come to ask about PPDB." Based on this statement, it is known that the socialization of PPDB with the implementation of the zoning system at SMA Negeri 115 Jakarta from the government is only in the form of ppt, while in the community it is carried out in two ways: offline and online. The offline way is to create a banner containing several instructions for implementing PPDB online and provide services to prospective students and their parents who come to ask about PPDB. For the online method, it uses the dissemination of pamphlets through social media through students of SMA Negeri 115 Jakarta and alumni, as well as providing an information space for the community. With a good socialization process, the PPDB process is able to run smoothly and well (Mustari, 2023).

Human resources are resources that are no less important than financial resources. The success or failure of a policy is influenced by its human resources. And vice versa, the lower the level of quality possessed, the lower the success rate of the policy. It is even possible that the policy will fail in its implementation. Therefore, human resources are the most significant resource in supporting policy success. Policy resources should also be available to facilitate the administration of policy implementation. These resources consist of funds or other incentives that can facilitate the implementation of a policy. Lack and

limited funds or other incentives are the biggest contributors to the failure of policy implementation (Ariswati, 2021).

In the analysis of this study, human resources in the implementation of PPDB have been fulfilled with the existence of a PPDB committee, as well as the existence of supporting facilities and infrastructure. The committee includes the PPDB committee of the Provincial Education Office of the Special Capital Region of Jakarta and the School Committee or PPDB Committee at the school level at SMAN 115 Jakarta. They are on duty according to their respective roles. Starting from planning, implementation and supervision, PPDB registration activities. All members of the executive committee perform in accordance with their duties and functions and obey the rules and support all provisions in the implementation of PPDB. In terms of Financial Resources, the budget for the implementation of PPDB in 2022 at SMA Negeri 115 Jakarta is quite adequate. The budget is used for the purposes of New Student Admissions (PPDB), both in the form of operator needs, procurement of registration forms, making school banners, and other activities directly related to New Student Admission (PPDB) activities such as photocopies For this reason, the availability of special funds can affect the success of policy performance (Helmi, 1 C.E.).

The attitude (disposition) of the implementers, behavioral tendencies or characteristics of policy implementers plays an important role in realizing the implementation of policies that are in accordance with the goals and objectives. One of the important characteristics that must be possessed by the implementation of commitment, commitment will direct the implementation to remain in the program that has been outlined and also the realization of professionalism. Then the commitment will also make policy implementers always enthusiastic in carrying out their duties, authorities, functions, and responsibilities in accordance with the regulations that have been set. The attitude in this case is a commitment from both the Education Office and schools in implementing the Zoning System Policy in the Admission of New Students (PPDB). Commitment is needed so that a policy or program can run as expected and so that the goals of the policy or program can be achieved. The following information was revealed by Mr. Ardi as the student's guardian in an interview about how the school's knowledge in providing explanations and how the services provided by the school during the PPDB process took place: "The school is quite helpful in providing information and we can come to school if there are obstacles. However, the school is only helpful, so later we will still wait for the results according to what comes out on the website." From the results of the interview, it is illustrated that SMA Negeri 115 Jakarta has a fairly good understanding of the PPDB procedures that are carried out and SMA Negeri 115 Jakarta also provides quite good service to PPDB participants. In PPDB activities at SMA Negeri 115 Jakarta, the school has the following PPDB programs: Meeting for Submission of Information and the formation of the PPDB committee of SMA Negeri 115 Jakarta, Socialization and Coordination of PPDB activities of SMA Negeri 115

Jakarta, Implementation of PPDB activities of SMA Negeri 115 Jakarta, Announcement of PPDB Admission, Re-registration activities for students accepted at SMA Negeri 115 Jakarta, PPDB Activity Report of SMA Negeri 115 Jakarta. With the disposition of PPDB activities, indirectly, the PPDB program that has been launched by the school can be implemented properly (Enang et al., 2021).

Organizational Structure and Commitment of Implementers in the Implementation of PPDB at SMA Negeri 115 Jakarta

Organizational Structure, Bureaucratic structure includes aspects such as organizational structure, division of authority, relationships between organizational units in the organization concerned, and organizational relationships with external organizations and so on. Bureaucracy is a modern organization that basically has a set of rules that pattern the course of work activities. Everything related to work activities is regulated in a formal legal manner. Each personnel action is formatted by organizational rules. SMA Negeri 115 Jakarta as a school institution that has adopted bureaucratic values and one of the characteristics adopted is the division of labor. The division of labor in the organization is formatted into work units. Each work unit/element in the structure has its own main tasks and functions (Tupoksi). The existence of the mapping of main tasks and functions is a reflection of the adoption of the division of labor system. The following is the result of an interview with Mr. Drs.M.Anwari, M.Pd. as the Vice Principal for Student Affairs regarding the PPDB committee structure at SMA Negeri 115 Jakarta: "For the committee, of course, there is the Principal as the chairman, then I as the coordinator, there is Mrs. Sri as the secretary, there is Mr. Walid as the treasurer, and there is an administration / administration team as the implementing member." From the results of the interview, it is illustrated that there is a PPDB committee at SMA Negeri 115 Jakarta which is selected based on the ability of each individual and each committee has its duties and functions in helping the PPDB process run well (Rachmadhany et al., 2020).

Obstacles to the implementation of the PPDB zoning system at SMA Negeri 115 Jakarta

Researchers based on the findings above show that the zoning system in the admission of new students at SMA Negeri 115 Jakarta has several obstacles in its implementation. According to the Governor of DKI Jakarta, the policy is actually to equalize education, but it is still hindered by the desire of parents of students who will look for their favorite school based on the system. The zoning system is also constrained by the concept of government school construction in the past, where there is no division of schools with a distance system. The Governor of DKI Jakarta hopes that the zoning rules can create justice and equal distribution of education for all students, as well as the same and equitable quality as the

desired school. The Head of the Provincial Education Office of the Special Capital Region of Jakarta admitted that he received complaints from parents who were worried that their children could not be accepted into the expected school, if the system was enforced. Some communities are not ready to fully implement zoning-based PPDB. For example, there are children who want to enter a certain school, but are worried that they will not be accepted because of the zoning system. In addition, there are also children who have special talents and interests who are worried that they cannot develop because schools in certain zones do not facilitate their talents and interests. The agency has also held meetings with both parents of students and related institutions. His party decided to expand the implementation of the zoning system in its area. If in the old system each student could only choose one school in one village, now new technical instructions have been made. Based on these guidelines, each student can choose three schools in one village or the nearest village. A number of efforts have actually been made by the government to improve the implementation of the zoning system, although in reality he does not deny that there are still a number of weaknesses. One of them is related to the uneven quality of schools in the implementation of the zone system. As a result of the uneven facilities and education, applicants continue to choose the school that has been their favorite (Kosasih et al., 2023). This condition is a challenge for policy makers, to realize an equitable distribution of educational facilities and services in all schools. Meanwhile, Dr. Satoto Endar Nayono (in Ria, 2020) said that the preparation of juklak and juknis in PPDB zoning needs to pay attention to the conditions and aspirations of the community in the field. Finally, the policy does not cause confusion among the public, especially children. He hopes that the regulations and technical instructions for PPDB Zoning can be issued as early as possible. With early socialization, it is hoped that there will be turmoil from prospective students, schools can be avoided. Regarding the occurrence of misunderstandings and losses that students can avoid. The division of zones must be done fairly and transparently by utilizing all Decision Support System tools that may be used. Restrictions and even the elimination of the practice of depositing Family Cards so as to avoid fraudulent practices in PPDB zoning. The remaining time must be used to coordinate with relevant agencies and other stakeholders to obtain accurate data and rules regarding the parental task path (Wahyuni et al., 2022).

4. CONCLUSION

Based on the results of the author's research while in the field, it can be concluded that the Implementation of the Zoning System Policy in the Admission of New Students at SMA Negeri 115 Jakarta has been carried out in accordance with the rules of the Minister of Education and Culture No. 1 of 2021. The PPDB process of the zoning system is measured using indicators by George Edward III, including, In implementation, it is based on policy principles, namely objective, transparent, accountable and non-discriminatory. What

happens in the field according to the principle of transparency has not been carried out optimally because the number of students needed and how many are accepted has still not been notified to students and guardians, this is also one of the factors of dissatisfaction of students and guardians in the implementation of the zoning system in the admission of new students. In this regard, the school provided information that indeed the system on the PPDB website did not show the number of students needed and the school could not change or ask to be displayed on the PPDB website how many students were needed, The socialization of the zoning system policy in the admission of new students is carried out by the school to the target group through social media, but the socialization has not been fully maximized. This happened because parents of students did not understand technology and it was proven that there were still parents of students who did not know the zoning system policy in accepting new students. The implementation of the zoning system policy in PPDB at SMA Negeri 115 Jakarta in terms of human and non-human resources is very sufficient to support all activities in the implementation of the policy, first seen from the formation of the PPDB committee team, namely the chairman, secretary and admin, the second is adequate facilities, namely having enough space to carry out teaching and learning and the third is sufficient funds according to needs school. The disposition of implementers in the implementation of zoning system policies is very good, it can be seen how committed and attitude the implementers are to a program or policy. The attitude of the implementers in accepting new students at SMA Negeri 115 Jakarta has been very professional and responsible in providing services to the community related to the registration of new students and the supervision of the principal. The bureaucratic structure of SMA Negeri 115 Jakarta in the implementation of the zoning system for new student admissions is quite good judging from the division of labor in the PPDB committee. In this case, each field gets a task as a committee in the selection of new students.

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