

Business Process Maturity Model Used to Assess the Admissions Management of SMP Telkom Purwokerto

Astri Wulandari^{1*} & Dandy Marcelino²

¹Marketing Management Diploma, Faculty of Applied Science, Telkom University, Indonesia

²Doctoral Economic Science, Faculty of Economy, Universitas Katolik Parahyangan, Indonesia

*Corresponding email: astriwulandari@telkomuniversity.ac.id

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Abstract: Objective: The purpose of this study is to evaluate the development of Telkom Purwokerto middle school's new student admissions management procedure. **Method:** This study adopts a descriptive method, which aims to accurately portray the current state of the phenomena or situation under investigation. The Organizational Process Management (OPM) process area from the Business Process Maturity Model (BPMM) is employed at the third maturity level in this study. The interview yields a score between 0 and 5 that represents the Vocational School's assessment of how far along in the process the candidate is. **Finding:** This success yields a discrepancy for each inquiry, with the goal of gauging how well OPM Level 3 maturity is met and pinpointing where improvements may be made. Overall, the PPDB process has not yet reached the OPM-Level 3 maturity level due to the presence of practices that have not been implemented or have not yet reached the stage of continuous improvement. **Conclusion:** Therefore, the need to establish and implement the process consistently to move towards continuous improvement is a necessary suggestion for enhancement.

Keywords: new student admission, management of organizational procedures, descriptive study.

Abstrak: Tujuan: Tujuan penelitian ini adalah untuk mengevaluasi perkembangan prosedur manajemen penerimaan peserta didik baru (PPDB) SMP Telkom Purwokerto. **Metode:** Penelitian ini mengadopsi metode deskriptif, yang bertujuan untuk menggambarkan secara akurat keadaan terkini dari fenomena atau situasi yang diselidiki. Area proses Organizational Process Management (OPM) dari Business Process Maturity Model (BPMM) digunakan pada tingkat kematangan ketiga dalam penelitian ini. Wawancara tersebut menghasilkan skor antara 0 hingga 5 yang mewakili penilaian SMK mengenai sejauh mana proses yang dilalui calon tersebut. **Temuan:** Keberhasilan ini menghasilkan perbedaan untuk setiap penyelidikan, dengan tujuan mengukur seberapa baik kematangan OPM Level 3 terpenuhi dan menunjukkan dengan tepat di mana perbaikan dapat dilakukan. Secara keseluruhan, proses PPDB belum mencapai tingkat kematangan OPM Level 3 karena adanya praktik-praktik yang belum dilaksanakan atau belum mencapai tahap perbaikan berkelanjutan. **Kesimpulan:** Oleh karena itu, kebutuhan untuk menetapkan dan menerapkan proses secara konsisten untuk bergerak menuju perbaikan berkelanjutan merupakan saran yang diperlukan untuk perbaikan.

Kata kunci: penerimaan mahasiswa baru, pengelolaan prosedur organisasi, studi deskriptif.

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■ INTRODUCTION

Enhancing the quality of human resources via education is crucial. In Indonesia, the formal education pathway is taken in stages, starting from Kindergarten (TK), Elementary School (SD), Junior High School (SMP), and Senior High School (SMA) or the equivalent, namely Vocational High School (SMK) (Pradana, 2019). As a continuation of elementary school, junior high school (SMP) is a formal educational setting that offers general education at the basic education level (Susilawati et al., 2022). Until now, the government is aggressively encouraging Indonesian children to complete a minimum of 9 years of initial education, especially Junior High School (SMP), because the government predicts that SMP will be an intermediary for the transformation from basic education to a higher level (Kosim et al., 2023).

Telkom Purwokerto Middle School is a junior high school which is supported by PT Telekomunikasi Indonesia, Tbk, especially the Telkom Education Foundation. Telkom Purwokerto Middle School is a superior school that combines science and technology with a strong religious character so that students have high spirituality and sensitivity towards the environment and society. Telkom Purwokerto Middle School has a vision, namely to become an international standard middle school that is superior, intelligent, dignified and loves the environment. To achieve this vision, Telkom Purwokerto Middle School should make various efforts to improve the quality of graduates which indirectly improves the quality of Indonesian education. Efforts made are to improve educational input and processes in schools. For this reason, in order to improve and guarantee the quality of its quality management system, currently SMP Telkom Purwokerto has implemented a quality management system based on ISO 9001:2008. An international standard known as ISO 9001 outlines the specifications

for a quality management system (Vorobyova et al., 2022).

Nowadays, the Indonesian people's need for quality education is increasingly high (Pambudi & Harjanto, 2020). Every Indonesian person shares the same awareness of how important education is to the advancement of Indonesian society (Casmana et al., 2023). The existence of understanding and awareness about the importance of education encourages students and parents to compete to find the best school during the New Student Admissions (PPDB) process (Thalib et al., 2022). The routine activity carried out by each school in the new academic year is New Student Admissions (PPDB). One of the first things colleges do is admit new pupils, which is often conducts selection of prospective students to obtain education at a higher level of education (Mengash, 2020). In order for future students to have a high chance of success in engaging in educational programs at school, the process of enrolling new students must be set up in a manner that its execution may actually attract prospective students (Paudel, 2021).

The PPDB procedure is the first barrier that all students and schools must pass when screening educational materials (Aliakbari et al., 2021). It's significant for a school since it marks the beginning of procedures that will decide how smoothly they go in the future, including the learning process, student growth, and National Exam (Kalyani, 2020).

A business process is a group of actions that need one or more inputs and result in a product that is valuable or helpful to consumers (Prokopenko, 2020). Business processes are implemented by all organizations and institutions to create a good or service (Baiyere et al., 2020). In order to evaluate how well the implementation of business processes is in an organization or institution, a model was built, namely the Business Process Maturity Model (BPMM) developed by the Object Management Group (OMG). BPMM

is a reference for measuring the maturity level of business processes carried out by an organization with the aim of achieving the highest level of maturity, namely continuous improvement (Gökalp & Martinez, 2021). This measurement is carried out based on the maturity model. The maturity model has a maturity level that shows the stages of process maturity, which BPMM-OMG provides five levels of process maturity (Caiado et al., 2021).

With the implementation of ISO 9001:2008 by Telkom Purwokerto Middle School, it can be said that the processes in the Middle School are standard, as is the management process for New Student Admissions (PPDB). In BPMM-OMG, standardized processes are said to have reached Level 3, namely Standardized. The following are the actual conditions of the PPDB management process when viewed from level 1.

Table 1. The actual condition of ppdb process accordance with maturity level

Level of Maturity	The Actual Condition Accordance with Maturity Level
Level 1: Initial The process is carried out ad-hoc, inconsistently, and has no standards.	The New Student Admissions (PPDB) process has been carried out consistently so that the PPDB process has passed Level 1.
Level 2: Managed The process is implemented stably, managed continuously but does not have standards.	The New Student Admissions (PPDB) process is carried out stably and routinely every year, as evidenced by the formation of the PPDB committee to manage the PPDB process each year. So the PPDB process has passed level 2.
Level 3: Standardized Already has guidelines for a process to support the organization in establishing a standard process but is not managed quantitatively to predict results.	SMP Telkom Purwokerto has implemented the ISO 9001 standard for managing its processes and the PPDB process also has a standard process, but this process has not been managed quantitatively.

Based on the table above, this research starts from level 3: Standardized because SMP Telkom Purwokerto has implemented ISO 9001 and the PPDB process also has a standard process documented in the SOP, but the management of the process cannot yet be measured quantitatively. This was known from the results of an interview with the Chief Executive of PPDB. The author asks “Are there measurements to determine process performance?” and the source said that there was no such measurement yet. So this actual condition is the reason for research in evaluating the maturity level of the PPDB process starting from level 3.

Apart from that, ISO 9001 formulates seven quality management principles, one of which is the process approach (Barbosa et al., 2022). By using this strategy, firms may manage their internal processes more effectively and boost the efficiency of all internal activities (Awan et al., 2021). The benefit that can be obtained from applying the process approach is that it allows process improvements based on evaluating data and information from related processes (Vayansky & Kumar, 2020). However, ISO is implemented as a whole and extends within the organization and does not focus on managing individual processes (Johnstone, 2021). Of course, by

implementing ISO in an organization, it can be said that the organization is heading towards continuous improvement (Chi6n et al., 2020). However, continuous improvement applies to the entire organization so that each process cannot be measured in detail how well the process is managed (Cillo et al., 2019). In ISO 9001 clause 9, it is stated that every organization must carry out performance evaluations, especially in clause 9.1 which contains monitoring, measurement, analysis and evaluation. Additionally, Clause 10 in ISO 9001 describes improvements (Ab Wahid, 2019). Especially in clause 10.3 which contains an explanation of continuous improvement, namely that the organization must improve the suitability, adequacy and effectiveness of the quality management system on an ongoing basis (Ab Wahid, 2019). In accordance with clauses 9 and 10, organizations are asked to carry out process evaluations to improve process effectiveness on an ongoing basis (Ab Wahid, 2019).

Therefore, to measure the management of the PPDB process, an evaluation of the New Student Admissions (PPDB) process was carried out using the Business Process Maturity Model (BPMM), especially in one of the process areas at level 3 maturity, namely Organizational Process Management (OPM) selected in This research is to find out how mature the management of the PPDB process is at Telkom Purwokerto Middle School and how well the implementation of each process is as well as the shortcomings faced. The evaluation results will show what practices have and have not been implemented by Telkom Purwokerto Middle School so that appropriate suggestions for improvement can be proposed in order to move towards the continuous improvement stage. Based on the description of the research background above, the research objectives to be achieved include measuring the maturity level of the New Student Admissions (PPDB) process at Telkom Purwokerto Middle School.

■ METHODS

This study adopts a descriptive method, which aims to accurately portray the current state of the phenomena or situation under investigation (Mohajan, 2018). Assessment tests and questionnaires were designed with critical thinking criteria, and they feature a number of high-level multiple-choice questions and a number of essay questions that incorporate critical thinking criteria from the case study. To get more precise results than before, questionnaires are being administered on a five-point scale ranging from Strongly Disagree (1 point) to Strongly Agree (5 points).

The flow of research work refers to evaluating the maturity level of the PPDB process at Telkom Purwokerto Middle School using BPMM level 3 for the OPM (Organizational Process Management) process area. Stages in evaluating the maturity level of the PPDB process using the Business Process Maturity Model (BPMM). The first stage is that there is an ISO standard which is used as a reference to determine that the PPDB process is at maturity level level 3. The reason is that level 3 maturity level in BPMM indicates that the process already has a standard process (Szel'gowski & Berniak-WoŹny, 2022). Apart from that, the New Student Admissions (PPDB) business process implemented at Telkom Purwokerto Middle School was obtained by conducting interviews with students. Based on BPMM-OMG level 3 maturity level and existing business processes, the process area selected for evaluation is determined, namely Organizational Process Management (OPM). OPM is one of ten process areas which are aspects that must be fulfilled to reach maturity level 3.

After that, three specific goals and 13 specific practices can be identified in the OPM process area. Based on these specific practices, research instruments were designed. Each question in the instrument will represent one or more specific practices (Schandelmaier et al.,

2020). Then, these questions were asked to the Head of Student Affairs and the Head of the New Student Admission Implementation Team (PPDB). The results of the evaluation are then used to determine gaps and determine the level of fulfillment of OPM level 3 maturity for the OPM process area. Systematic problem solving explains the stages of the problem solving process that are studied systematically (Yayuk & As'an, 2020). Systematic problem solving is divided into several stages, namely the preliminary study stage, stages of data gathering, processing, analysis, findings presentation, and conclusion (Akhimien et al., 2021).

The data collection stage is the stage of searching and retrieving data (Li et al., 2019). In the data collection stage, an evaluation instrument was developed which contained questions, but data was required consisting of two types of data. First, primary data is data obtained from the first source. In this research, the primary data needed is the results of interviews with sources who understand the PPDB process, in this case the researcher conducted interviews with the Head of Student Affairs and the Chief Executive of the PPDB team. Meanwhile, secondary data is data obtained indirectly through intermediaries or previously available data. In this research, the secondary data needed is PPDB business processes, organizational structure and work procedures, specific goals & specific practices in maturity level level 3 - OPM, assessment scales, and ISO 9001:2015 clauses.

The next stage is data processing based on primary data collection and secondary data. The interview results and specific practices are then identified if there is a GAP, then the attained and expected calculations are carried out for each question that represents the specific practice (Watts et al., 2021). Then at the data analysis stage, the author analyzes the results of GAP identification data processing and the results of attained and expected calculations to become an analysis of the maturity level of the Level 3 – OPM process. Then the results of the analysis of the PPDB process produce suggestions for improvement aimed at practices that have not been implemented with the aim of meeting maturity level 3 and towards continuous improvement. In the final stage, the level of data processing yields the study findings' conclusions and data analysis stage that has been carried out previously (Velayati et al., 2020). This stage also includes suggestions for Telkom Purwokerto Middle School to support research regarding evaluating the maturity level of the process in the future.

■ RESULTS AND DISCUSSION

Fulfillment Level of Maturity Specific Goals (SG) 1

The table above shows the percentage level of fulfillment of Specific goals 1 obtained from calculating the percentage of each question that meets the expected value. The calculation results are displayed in a graph depicting the level of fulfillment of specific goals 1.

Table 2. SG maturity fulfillment level 1

	Attained	Expected	GAP	% age
Question 1.1: Has the description of process requirements in the PPDB process been established and maintained?	5	5	0	100%
Question 1.2: Have process objectives in the PPDB process been established and maintained?	4	5	1	80%
Question 1.3: Have process standards for the PPDB process been established and maintained?	3	5	2	60%

Question 2: Are the processes and related process documents in the PPDB assessed periodically?	5	5	0	100%
Question 3: Have improvements to PPDB processes and documents been identified and acted upon?	4	5	1	80%
Total	21	25		
Average	4.2	5		
SG1 Compliance Level	84%			

It can be observed from the table that among the five questions representing five specific practices, only two questions reached a percentage of 100%, namely question 1.1 regarding the description of process requirements and question 2 regarding process assessment and documents, Question 1.2 regarding process objectives and Question 3 regarding process improvement obtained a percentage of 80%. Meanwhile, Question 1.3 regarding process standards received a percentage of 60%. These results can be described as follows.

Question 1.1 which represents specific practice 1 regarding determining and maintaining descriptions/descriptions of process requirements has reached a percentage of 100%, meaning that the PPDB process has fulfilled the implementation of specific practice 1. Question 1.2 which represents specific practice 1 regarding determining and maintaining process objectives obtained a percentage of 80 %, which means that the new PPDB process meets the implementation of specific practice 1 by 80%. Question 1.3, which represents specific practice 1 regarding the establishment and maintenance of process standards, obtained a percentage of 60%, which

means that the new PPDB process fulfills the implementation of specific practice 1 by 60%. Overall the level of fulfillment of specific practice 1 based on questions 1.1, 1.2 and 1.3 is 80%.

Question 2 which represents specific practice 2 regarding periodic assessment of processes and process documents reaches a percentage of 100%, which means that the PPDB process has fulfilled the implementation of specific practice 2. Question 3 which represents specific practices 3,4, and 5 regarding identification, follow-up plans, and the implementation of improvements obtained a percentage of 80%, meaning that the new PPDB process meets these specific practices equal to 80% of the time. After obtaining the percentage for each question, the level of fulfillment of specific goal 1 was 84%.

Fulfillment Level of Maturity Specific Goals (SG) 2

The following table shows the percentage level of fulfillment of Specific goals 2 obtained from calculating the percentage of each question that meets the expected value. The calculation results are displayed in a graph depicting the level of fulfillment of specific goals 2.

Table 3. SG maturity fulfillment level 2

	Attained	Expected	GAP	% age
Question 4: Has a standard process description/description of the PPDB process been established and maintained?	4	5	1	80%
Question 5: Have measures to understand the performance of standard processes and process documents been established and maintained?	0	5	5	0%
Question 6: Are there guidelines for adjusting standard processes?	0	5	5	0%

Question 7: Has a repository for storing and providing descriptions, measurements, or other information been established and maintained?	3	5	2	60%
Question 8: Are process documents and changes disseminated/ communicated to relevant stakeholders?	5	5	0	100%
Total	12	25		
Average	2.4	5		
SG1 Compliance Level	48%			

It can be observed from the table that among the five questions representing five specific practices, only one question reached a percentage of 100%, namely question 8 regarding communication of process documents to stakeholders. Question 4 regarding the description of standard processes obtained a percentage of 80%. Meanwhile, Question 7 about repositories got a percentage of 60%. For Question 5 regarding measuring process performance and Question 6 regarding standard process adjustment guidelines, the percentage was 0%. These results can be described as follow:

Question 4 which represents specific practice 6 regarding the establishment and maintenance of standard process descriptions has obtained a percentage of 80%, meaning that the new PPDB process fulfills the implementation of specific practice 4 by 80%. Question 5 which represents specific practice 7 regarding determining and maintaining process performance measurements obtained a percentage of 0%, which means that in managing the PPDB process performance measurements have not been carried out. Question 6 which represents specific practice 8 regarding the establishment of guidelines for

adjusting standard processes obtained a percentage of 0%, which means that there are no guidelines in the management of the PPDB process. Question 7 which represents specific practice 9 regarding establishing and maintaining a repository to store descriptions, measurements and information reached a percentage of 60%, which means that the new PPDB process fulfills specific practice 7 by 60%. Question 8 which represents specific practice 10 regarding the dissemination and communication of process documents and changes to relevant stakeholders reached a percentage of 100%, meaning that the PPDB process has fulfilled specific practice 8. After obtaining the percentage for each question, the level of fulfillment of specific goal 2 is equal to 48%.

Fulfillment Level of Maturity Specific Goals (SG) 3

The following table shows the percentage level of fulfillment of Specific goals 3 obtained from calculating the percentage of each question that meets the expected value. The calculation results are displayed in a graph depicting the level of fulfillment of specific goals 3.

Table 4. SG maturity fulfillment level 3

	Attained	Expected	GAP	% age
Question 9: Is measurement and other improvement information related to the PPDB process collected and maintained in a repository?	3	5	2	60%
Question 10: Are the information, measurements, and results obtained from the PPDB process analyzed in order to improve standard processes and process documents?	5	5	0	100%

Question 11: Are the status and results of PPDB activities shared and coordinated with relevant stakeholders?	5	5	0	100%
Total	13	15		
Average	4.3333	5		
SG1 Compliance Level	87%			

It can be observed from the table that among the three questions representing three specific practices, two questions have reached a percentage of 100%, namely question 10 regarding information analysis, measurement and results and question 11 regarding dissemination and communication of activity results. Meanwhile, Question 9 regarding repair repositories and other information received a percentage of 60%. These results can be described as follows:

Question 9 which represents specific practice 11 regarding repositories for collecting and maintaining improvements and other information received a percentage of 60%, meaning that the new PPDB management

process meets the implementation of specific practice 11 by 60%. Question 10 which represents specific practice 12 regarding the existence of analysis, information, measurement and results has reached a percentage of 100%, which means that the PPDB process has fulfilled specific practice 12. Question 11 which represents specific practice 13 regarding dissemination and communication of the status of activity results to stakeholders The relevant percentage has reached 100%, which means that the PPDB process has fulfilled specific practice 13. So it can be seen that the level of fulfillment of specific goals 3 is 87%.

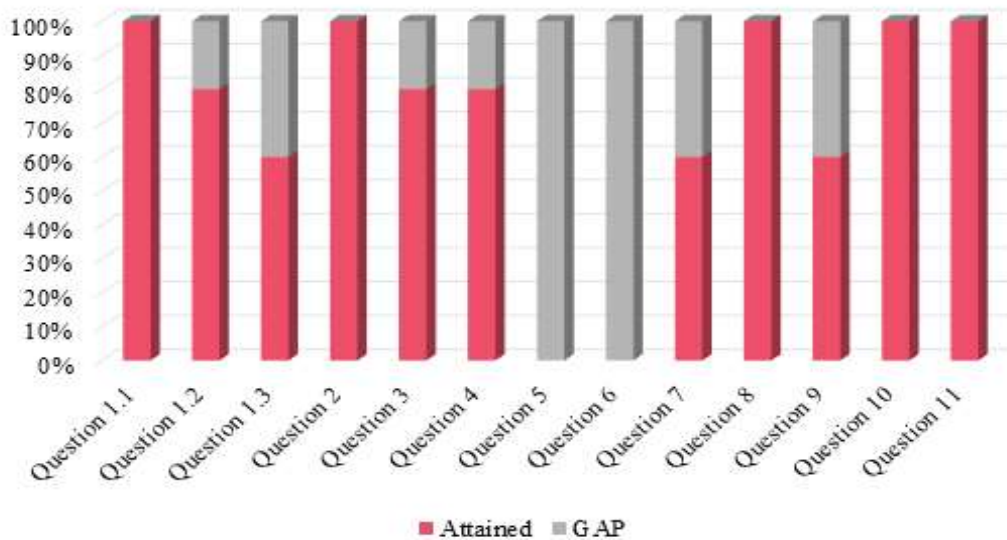


Figure 1. Recapitulation of fulfillment of maturity level 3-opm

Process Maturity Level Analysis: Level 3-OPM

The image above shows the level of fulfillment of maturity level 3 – OPM in terms of

all questions representing each specific practice. To find out the percentage level of maturity fulfillment, it can be described in the following explanation.

Table 5. Maturity fulfillment level 3 - opm

Level Specific Goals OPM (Organizational Process Management)	Attained
Specific Goals Level 1	84%
Specific Goals Level 2	48%
Specific Goals Level 3	87%
Maturity Level Level 3-OPM	73%

The degree of process maturity level 3 in the Organizational Process Management (OPM) process area may be determined based on the outcomes obtained in particular objectives 1, 2, and 3. Management of the New Student Admissions (PPDB) process only achieved process maturity of 73%. It can be concluded that maturity level 3-OPM has not been met because there are still several specific goals and specific practices that are not implemented. To reach level 3-OPM maturity, all specific goals and specific practices must be met. Information was gathered based on the findings of the interviews that there were several things that were problems

in the PPDB management process, including a lack of knowledge about how to organize/ manage committees, and PPDB team members also double as teachers so it could be said that they had parallel work and most of them only focused on just the learning process.

The results of gap identification and analysis show that several specific practices did not reach a score of 5 so that the level of maturity level 3-OPM was only 73%. For this reason, suggestions for improvement that can be proposed for each specific practice so that it can meet maturity level 3-OPM are as follows.

Table 6. Suggestions for improvement

Question	Specific Practice	Score	Conclusion
Question 1.1	1	5	-
Question 1.2	1	4	Continuous improvements (updates) and enhancements are required in the implementation of processes to ensure that they stay consistent with process goals. An example is updating the process objectives every 1 year when the PPDB reopens
Question 1.3	1	3	a. To achieve a score of 4, it is necessary to have process standards for all processes in the PPDB so that implementation can take place consistently. b. After the process standards have been implemented consistently, PPDB process standards are required if there are other standards that have just been added as process standards.
Question 2	2	5	-
Question 3	3,4,5	4	Improvements that produce the greatest business value must always be implemented in the selection process and results so that they become organizational culture. In this case, if there are things that deserve to be improved then these improvements must always be implemented from time to time.

Question 4	6	4	The installation of procedures that conform to standard processes requires constant maintenance and enhancements. It is also necessary to update the PPDB standard process if there are other new processes added as standard processes.
Question 5	7	0	<p>a. For the first stage, management and Student Affairs need to determine measurements in order to determine the performance of the PPDB process.</p> <p>b. These measurements are implemented incrementally in each PPDB process. with the hope that in the end the measurements are implemented consistently in the PPDB process</p> <p>c. Furthermore, continuous improvements and improvements are needed in process performance measurements. For example, other measurements are proposed that can determine process performance in more detail.</p>
Question 6	8	0	<p>a. To achieve a score of 1, management and Student Affairs need to plan to establish guidelines for adjusting standard processes. This guideline is prioritized in verbal form or activities that can be done every day so that later it will become a habit/culture. The verbal form is the delivery of adjustments to the standard process at each briefing or meeting.</p> <p>b. These guidelines are then implemented in each PPDB process with the hope that in the end the guidelines are implemented consistently in the PPDB process.</p> <p>c. Furthermore, continuous improvements and improvements are needed in the guidelines and in the implementation of processes that are in accordance with the guidelines.</p>
Question 7	9	3	<p>a. To achieve a score of 4, a repository for process performance measurements must be available so that the repository can be applied to all descriptions, measurements and information.</p> <p>b. To achieve a score of 5, the repository must always be improved and improved on an ongoing basis. Repositories can take the form of storage places such as cupboards, shelves, or files on a computer.</p>
Question 8	10	5	-
Question 9	11	3	<p>a. To achieve a score of 4, a repository must be available to collect and maintain all fixes and other information</p> <p>b. To achieve a score of 5, the repository must always be improved and improved on an ongoing basis. Repositories can take the form of storage places such as cupboards, shelves, or files on a computer.</p>
Question 10	12	5	-
Question 11	13	5	-

Apart from that, after identifying several problems in the PPDB process according to sources, the author also collected the causes that

could result in the level 3 - OPM process maturity level not being achieved which is shown in the picture below.

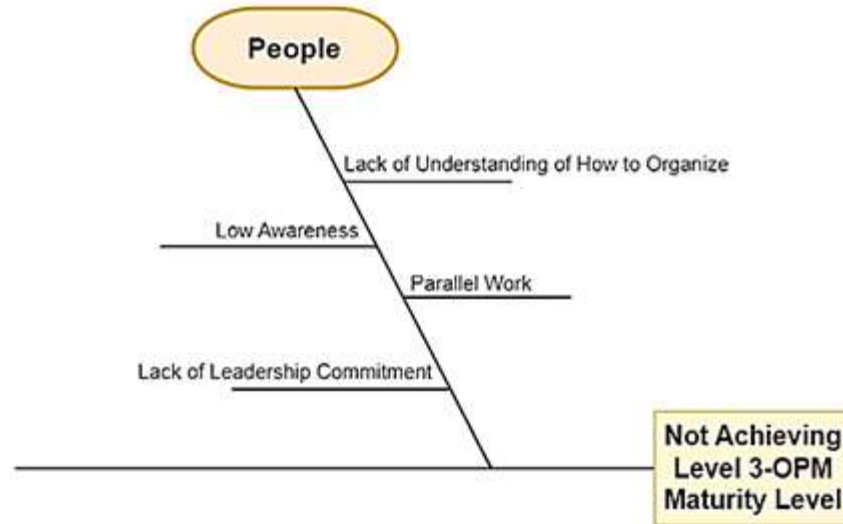


Figure 2. Fishbone diagram maturity level level 3 – opm

The explanation of each problem can be described as follows. 1) Lack of understanding regarding how to organize for some teachers involved in the PPDB process so that job descriptions cannot be fulfilled and work is neglected; 2) PPDB team members who are also teachers have two focuses in their work but cannot fulfill their responsibilities for both. Some team members focus too much on learning alone; 3) Low awareness of the PPDB team to identify deficiencies in processes or documents, as well as improve/update processes. 4) Lack of leadership commitment in managing PPDB, even though the committee chairman has been appointed as leader, in reality the team members are less motivated to do their work.

So suggestions that can be proposed to overcome problems so that process management can be implemented optimally while meeting the level of maturity level 3 - OPM are as follows. For internal parties, by implementing knowledge management for an even distribution of work between PPDB teams so that the workload between members can be balanced, then holding

sharing sessions to build motivation through togetherness.

Meanwhile, for external parties, namely the Telkom Education Foundation (YPT), because Telkom Purwokerto Middle School is under YPT instructions, the foundation can also provide targets for completing processes and documents that have not been implemented or have deficiencies. So far it can be seen that each entity related to PPDB only monitors the number of students who register, the time when prospective students are available for selection, or the number of students who graduate. Meanwhile, other parts of process management are rarely touched upon and receive little attention, but a good process is when every aspect of the process is implemented and improved towards continuous improvement.

■ CONCLUSIONS

The following may be inferred from studies that used the Business Process Maturity Model (PPDB) to assess the PPDB process's degree of development: The assessment revealed that Specific Goal 1 was achieved by 84% of

respondents out of a possible 5 questions, Specific Goal 2 was completed by 48% of respondents out of a possible 5 questions, and Specific Goal 3 was attained by 87% of respondents. Only 5 out of the 13 questions were answered correctly 100% of the time. Since certain practices have not been adopted or have not yet earned a score of 5, the PPDB process as a whole has not yet reached the maturity level of Level 3 - Organizational Process Management (OPM), where practices have reached the stage of continuous improvement and have become a culture in the organization. So suggestions for improvement are proposed for each specific practice that has not yet reached the stage of continuous improvement.

The suggestions for Telkom Purwokerto Middle School are as follows. In addition to implementing and implementing the ISO 9001 standard, it is hoped that every existing process will be evaluated to improve and achieve continuous improvement. To ensure that everyone in the PPDB team is pulling their weight, it's important to institute a system for sharing and storing information. Providing sharing sessions to increase work motivation between PPDB teams. Provide completion targets for processes and documents that have not been implemented or have deficiencies.

Meanwhile, suggestions for further researchers are as follows. This research only reaches the stage of analysis and suggestions for proposed improvements. It is hoped that in further research it can be evaluated whether the proposed suggestions have been implemented and what the level of success of the implementation is. The research only focuses on the maturity level of the level 3 process, namely Organizational Process Management in the New Student Admissions (PPDB) process so that in the future it can be evaluated the maturity level of other important processes at Telkom Purwokerto Middle School as well as using other process areas.

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