

Zoning System Policy Model in Accepting New Students in Indonesia

Fitriyani Kosasih^{1*}, Rochmani², Roli Cahya Folia³

^{1,2}Universitas Islam Nusantara Bandung, Indonesia

³Sekolah Tinggi Keguruan dan Ilmu Pendidikan PGRI Metro Lampung, Indonesia

*email: fitriyanikosasihs3@gmail.com

ABSTRACT

This study aims to see and describe the implementation of the Van Meter and Van Horn policy models. The results of this study are: 1) Implementation and communication activities between policy implementing organizations have been implemented, but the results have not been optimal, 2) The characters of Public Senior High School 2 Ciamis as implementers have understood the policy context well, are consistent with the goals and objectives and Policy objectives, implement prospective students firmly and strictly on policy rules, and supervise Zoning System policies following student recruitment technical guidelines and SOP, but the results are optimal, 3) The disposition as policy implementers has not seen what to do, can do these policies and have the commitment to implement student recruitment policies for optimal system zoning systems, 4) Social, economic and political conditions have influenced policy policies, 5) The zoning of system policy implementation has a positive impact on service policies and the quality of education services. This research concludes that Public Senior High School 2 Ciamis has implemented a zoning system policy, but it has yet to be optimal.

Keywords:

Policy Implementation; Student Recruitment; Zoning System

ABSTRAK

Tujuan penelitian ini adalah untuk melihat dan mendeskripsikan implementasi model kebijakan Van Meter dan Van Horn. Hasil penelitian ini adalah: 1) Implementasi dan kegiatan komunikasi antar organisasi pelaksana kebijakan sudah dilaksanakan, namun hasilnya belum optimal, 2) Karakter SMA Negeri 2 Ciamis sebagai pelaksana telah memahami konteks kebijakan dengan baik, yaitu konsisten dengan maksud dan tujuan dan sasaran Kebijakan, melaksanakan calon siswa secara tegas pada aturan kebijakan, dan mengawasi kebijakan Sistem Zonasi sesuai juknis dan SOP

rekrutmen mahasiswa namun hasilnya optimal, 3) Disposisi sebagai pelaksana kebijakan belum terlihat apa yang harus dilakukan, memiliki kemampuan untuk melakukan kebijakan tersebut dan memiliki komitmen untuk melaksanakan kebijakan rekrutmen siswa untuk sistem zonasi sistem yang optimal, 4) Kondisi sosial, ekonomi dan politik telah mempengaruhi kebijakan kebijakan, 5) Implementasi kebijakan sistem zonasi memiliki dampak positif berdampak pada kebijakan layanan dan kualitas layanan pendidikan. Kesimpulan dari penelitian ini adalah SMA Negeri 2 Ciamis telah menerapkan kebijakan sistem zonasi namun belum optimal.

Kata kunci:

Implementasi Kebijakan; PPDB; Sistem Zonasi

1. Introduction

Implementation can be interpreted as a form of process stages carried out by the government to deliver policies to the community (Langkai et al., 2019) so that these policies can be realized they bring the results we expect, Edwards III's statement (M. Iqbal et al.: 2021) that without effective implementation, files decision makers will not succeed. One of policy education in Indonesia is Zoning System for New Admissions Students. Explained that the school zoning program is a practical government program in realizing equity education in Indonesia. Policies issued by government-linked to the evaluation zoning system so that the program can be right on target. The zoning system is a student admissions process control system new according to the area of residence. The system is regulated in the Minister of Education and Culture Number 14 of 2018 and is intended for no schools are considered favorite and non-favorite schools. Will however, the implementation of the system is still take the pros and cons, so researchers consider it important to conduct research related to the implementation of zoning policies on PPDB high school level (Saharuddin, 2020).

The gap in the education implementation policy in Indonesia is still visible; not all students get the same results opportunity. Issuance of regulations Minister of Education and Culture number 14 2018 concerning New Admissions Students aim to eliminate responsibility between schools. One way to eliminate the disadvantage is by implementing a zoning system. In other research explained by Dewi et al. (2018), practical education services today make a difference in treatment where there is a specific school called a superior or favorite school. School is considered capable of providing the best service that ensures future students choose and move on to the next best level of education and can even determine the future of their career. As a result, some residents and specific community groups need help getting quality education services because of these geographical factors, transportation constraints, accommodation, and others due to excellent schools generally located in big cities.

Policies launched by the government must pay attention to various aspects, that as the socialization of children, academics, skills development, and social mobility. In addition, research

related to equal access and the quality of education in Central Sulawesi Province, with the results that the spread of students remotely side closer to the student house and in terms of the quality of input is also spread across various schools so that there is no more dichotomy between featured and non-featured schools.

In another case, state the research that other research related to achievement students who register through the zoning system conducted with the result shows that there is a significant influence between new student admissions through the student achievement zoning system. The results of these studies indicate that the school zoning program has met expectations in a specific area. Unlike previous studies, the application of the student recruitment zoning system for The 2018/2019 school year is still a polemic. It can be seen that there are still problems with the distance of residence of prospective students from schools and differences in regional interpretations of zoning rules (Wahyuni, 2018).

Further research was conducted (Hoerudin, 2019) on six variables to observe student recruitment policy implementation. One, implementing a new student admission policy with a zoning system in Indonesia is still doing well but needs to be more effective. Therefore, it is necessary to evaluate future improvements so that new students can be accepted as well as their purpose. This is different from previous research that looked at the entry policy implementation requirements by the local government (Bakar et al., 2019) and saw that the current student recruitment policy implementation could change the perspective of the educational paradigm, especially from stakeholders. Application decision regulation can be made in several ways by local government by region geographic, demographic, and conditions spatial aspects. Decisions about implementing regulations can be made in various ways by local governments according to the conditions of the area from geographical, demographic, and spatial aspects. The student recruitment implementation has been going well based on the policies set and implemented. However, improvements still need to be related to the technical application.

One of the goals of the zoning system-based admission of new students is to improve the quality and competitiveness of education that is evenly distributed. The benefits of this zoning-based new student admission system are that it can erase the image of favorite and non-favorite schools and eliminate gaps in educational service facilities in the community so that it will create education that can prioritize the principles of non-discrimination, objectivity, transparency, accountability, and fairness. This is regulated in the Minister of Education and Culture Regulation 44 of 2019 concerning the Admission of New Students in Kindergartens, Elementary Schools, Junior High Schools, Senior High Schools, and Vocational High Schools. Given the urgency of equal access and equal distribution of education quality, the government has issued a policy on education zoning systems. Implementing the education zoning policy is another breakthrough in describing the government's efforts to make equal access and quality education. According to management functions and objectives, Zoning divides or splits an area into several parts. The zoning system in education is the primary basis for structuring school reform, from Kindergarten to Senior High School.

Education Zoning begins with the issuance of the Minister of Education and Culture Regulation Number 17 of 2017 concerning the Admission of New Students in Kindergartens, Elementary Schools, Junior High Schools, Senior High Schools, Vocational High Schools, or other forms of equivalent which form the basis for the development of the zoning system. on other educational issues. In 2018, the student recruitment Zoning regulation was updated to become the Minister of Education and Culture Regulation Number 14 of 2018 and then Governor Regulation (Pergub) No. 37 concerning Amendments to the West Java Governor Regulation No. 31 of 2020 concerning student recruitment Guidelines for Public Senior High School, Vocational School, And extraordinary School.

Kiki Dewi (2018) states that "Zoning rules Starting in 2018, zoning rules are added based on Permendikbud no. 14/2018 concerning student recruitment which states that the minimum quota for students who are unable to afford is 20 percent, in addition to the zoning system which criteria for admission is not on value but the place of residence. However, this latest rule is still having problems. One of them is that the use of this SKTM is abused by some parents who are capable students, so they can pass their children to register at their favorite schools according to their wishes. So that many students who come from the area, but more entitled to lose their rights in obtaining access to education at the school."

According to Babcock, quoted by Korlena et al., Own Zoning is defined as: "Zoning is the division of municipalities into districts for regulating purpose use of private land. " Division of territory into several regions with legal rules determined by zoning regulations. (Ahmad Djunaedi:2011).

Student recruitment Zoning system is the first step towards a quality zoning system for educational services that are not only a system that answers the question of how to accept new students but emphasizes how after students spread out then, there is equal opportunity to get quality education, evenly distributed to every region, and fulfilling the sense of justice in society so that the number of cases in the Implementation of Student recruitment Zoning system is a process of implementing the new policy.

Admission of new students still for the 2020/2021 school year is experiencing several obstacles, so it is necessary to follow up to improve the implementation of the zoning system policy to protect prospective students. One of the efforts that can be made is to improve the implementation of the zoning system policy in academic units following the principles of implementing new student admissions and referring to the theory of implementing policies that are correct, directed, and can be understood and can be appropriately realized. Therefore, the novelty of this research is to assist schools in managing new student admissions by mapping the zoning system policy implementation model correctly but efficiently implemented and still fulfilling the principle of acceptance of new students by applying the van meter and van horn policy implementation model.

Van Meter and Van Horn emphasized the success of the policy implementation model in several aspects that differentiated it from other models; according to him, the success of policy

implementation was greatly influenced by the ease of implementation of policies, the readiness of policy implementers, the effectiveness of communication between organizations, the intervention of the social, economic, political environment, and the power of resources implementors such as human resources, technology, and information. With good management of new student admissions, it is hoped that this zoning system policy can achieve its objectives of increasing access and quality of education; as Borowska-Beszta and Urban (2014) state, the quality of education can be improved systematically and adequately managed. According to Musa (2019), technology can help analyze management success.

Based on these objectives, this research's aims are: 1) to analyze the Implementation of Zoning System Policy in *Public Senior High Schools 2 Ciamis* based on the model of Van Meter and Van Horn policy implementation, and 2) to analyze the impact of the Implementation of the Zoning System Policy in acceptance of new students.

2. Methods

This research is field research conducted based on a qualitative approach so that the data produced by this study is descriptive in the form of written or spoken words, as well as data from observations of the behavior of data sources in the field. As Nima Shakouri states Qualitative approach is a means to "empower individuals to share stories, listen to their voices, and minimize the power relations that often occur between researchers and participants in a study. The place where the individual is given power and freedom to run their lives in their way, a survival like that individuality requires doubt. Doubts about the validity of one's beliefs breed relativism.

The research method used is a descriptive study of implementing the zoning system policy to equalize access and quality of education. This study describes everything related to implementing the zoning system policy to equalize access and quality of education in Public Senior High School 2 Ciamis Regency. This research generally uses an empirical approach, namely the data collected following the objectives and rationally drawn up conclusions that can be drawn from the data that has been collected.

Data collection techniques were conducted by conducting interviews, observations, and documentation studies. The principal and the new student admissions team conducted interviews. There are many interview steps, from the researchers sending requests for data collection via short messages containing the researcher's identity and the reasons for conducting research, asking permission to publish data, taking photos, and asking for information time making further contact with Savitri (2020). The next stage is sending questions to the informant to ensure the willingness to be interviewed. The questions in the interview are based on Van and Horn's theory which adapts the framework in four question concepts which include:

- (1) How are implementation and communication between organizations?
- (2) Why is communication from implementing agencies/ implementors essential?
- (3) How are Economic, social, and political conditions?

(4) What is the tendency of the attitude (disposition) of the executor/executor?

The practical aspect is the principal's activities in implementing the zoning system policy. The documents studied included zoning system policy documents, organizational structures, new student admission documents by region, and documents for assessing student learning processes and outcomes.

The purpose of this study is to see and describe the implementation of the Van Meter and Van Horn policy models with an in-depth study on the following aspects: 1) Implementation and communication between organizations, 2) Communication from implementing agencies/implementors, 3) Economic, social and political conditions, 4) the tendency of the attitude (disposition) of the executor/executor.

3. Results and Discussion

The theory of policy implementation that underlies this research is the classical theory, namely the theory introduced by the duet of Donald van Meter and Carl Van Horn. This theory relies on the fact that policy implementation runs linearly from public policy, implementor, and public policy performance. Y. Prapto, in the Journal of Public Administration and Governance, states that Van Meter and Van Horn (1975) designed a policy implementation model by saying six variables form the relationship between wisdom and performance.

In the research by Salsabila et al. (2020), In terms of the use of models related to policy implementation, we are interested in using the policy implementation models of Donald Van Meter and Carl Van Horn. This model emphasizes the importance of the implementer's participation in formulating policy objectives and includes a top-down approach. Van Meter and Van Horn stated that six variables could influence the successful implementation, including:

- (1) Standards and Objectives have performance indicators of how far the policy standards and objectives are achieved. Standards and Objectives can be seen through various documents such as program regulations and guidelines such as implementing and technical instructions.
- (2) Resources are prepared to facilitate their administration to be effective and efficient.
- (3) Inter-organizational Communication and Enforcement Activities require the implementer to understand program standards and objectives. Communication between organizations and implementing activities focuses on the accuracy and consistency of communication between organizations or between implementers, understanding program standards and objectives by implementers, assistance in interpreting the rules and guidelines of higher officials, and providing positive or negative sanctions.
- (4) The Characteristics of the implementing agencies include competency and staff size of an institution, the level of hierarchical control of sub-unit decisions and processes in implementing agencies, resources from political agencies (legislative and executive support), organizational

vitality, level of communication openness in implementing organizations and with external parties also formal and informal relationships with policymakers or policy implementers.

(5) Economic, Social, and Political Conditions are based on the availability of economic resources to support a successful implementation, economic and social conditions affected by policy implementation, public opinion that appears related to policy issues, elite attitudes in policy implementation (supporting or opposing), and mobilization private interest groups in supporting or opposing the policy.

(6) The Disposition of Implementors (implementors' attitude) includes the implementors' understanding of the policy, the direction of the implementors' response (accepting, neutral, and rejecting), as well as the intensity of the implementors' response (accepting, neutral, or rejecting intensity).

According to Van Meter and Van Horn: This model specifies the relationships between the independent variables and the ultimate dependent variable of interest and makes the relationships among the independent variables explicit. The linkages implicitly represent hypotheses that could be tested empirically, assuming that good indicators could be constructed and appropriate data collected. By approaching the problem in this manner, there is a more significant promise for elucidating the processes whereby policy decisions are carried out than simply by correlating. Independent and dependent variables in a relatively unthinking fashion (Van Meter & Asher, 1973). The relationship between variables in the Von Meter and Von Horn policy implementation models is illustrated below:

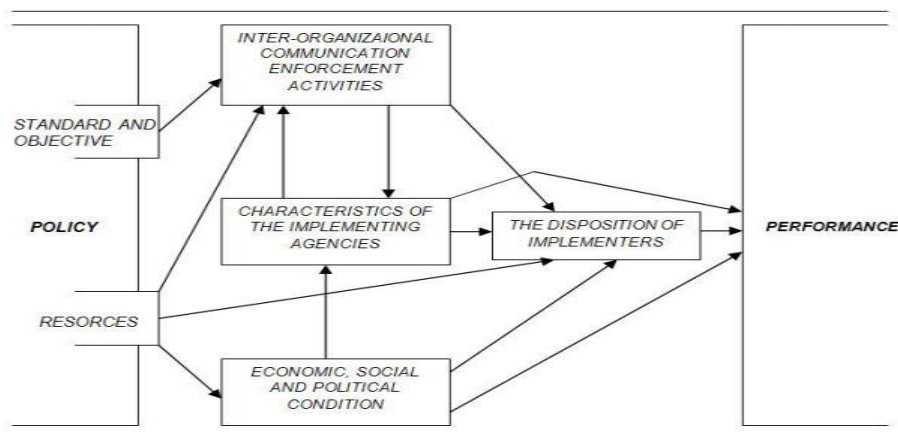


Figure 1. A model of the policy implementation process of the Van Meter & Van Horn
Source: Van Meter dan Van Horn, 1975: 462.

According to this model, the implementation of public policies runs linearly between public policies, implementors, and the performance of public policy implementers. Aspects that influence the success of public policy implementation are:

3.1 *Organizational activities and communication*

The policy implementation approach model formulated by Van Meter and Van Horn (1975) is also explained, which states that the implementation process is an abstraction or performance of an understanding of policy which is done to achieve high policy implementation performance takes place in the relationship of various variables. This model assumes that policy implementation runs linearly with political decisions, executors that policy performance is influenced by several of these variables, namely: 1) Policy standards and objectives/measures and policy objectives, 2) Resources, 3) Characteristics of implementing organizations, 4) Disposition/Attitude of the implementers 5) Communication between related organizations and implementation activities 6) Social, economic, social and political environment.

Organizing is systematically thinking about how work is organized by involving existing resources. Organizing is essential because an organization can move if there are resources that are driven to achieve organizational goals. According to Handoko (in Usman Husaini 2014: 170) on Sularto. Etc (2018), Organizing is (1) designing a formal structure for the most efficient use of financial, physical, raw material, and organizational workforce resources, (2) how the organization classifies its activities, where each grouping is followed by the assignment of a manager who is authorized to supervise group members, (3) the relationship between the functions, positions, duties of employees, (4) the way managers divide tasks that must be carried out in the department and delegate to do the tasks.

In this study, based on the results of interviews and documentation, it was found that the formation of new student recruitment committees in the committee structure had also divided the duties of each committee member. The technical delegation assignment was delivered at the committee meeting; there were registration and information officers, data verification, and data processing on the online system. Especially for data processing officers in an online system, people who master computer applications are appointed to support data processing tasks per the existing technical instructions. This is consistent with the opinion of Usman Husaini (2014: 194) structure regarding work, while work influences people's behavior in the organization. The organizational structure deals with the decision process in designing the organizational structure that involves (1) division of labor, (2) departmentalization, (3) range of control, and (4) delegation. This is reinforced by Latifah & Fattah (2017: 75), arguing that an organizational structure specifies the division of labor and shows how the function or work activities and shows how different functions or activities are linked.

Based on research findings by Sularto. Etc (2018), the organization's new student admission structure committees of each function carry out their assigned duties. These processes are interconnected with each other. Each committee member must elaborate on and understand the field description of each committee element because of their respective duties-related descriptions. It is in line with the thoughts of Latifah & Fattah (2017: 75), namely, the specialization of activities refers to the specification of individual and group tasks across an organization or division of labor and the

integration of these tasks into work units. Moreover, each committee member is authorized to carry out their duties following their respective duties.

The first requirement for effective implementation is that those responsible for carrying out a decision must know what they are supposed to do. Orders to implement a policy must be consistent, clear, and accurate in specifying the aims of the decision-makers. Professor J.J.N. Cloete (1982:8), one of the leading Southern African public administration scientists, holds the same view in that laws, proclamations, regulations, official guidelines, and other official documents should be so carefully worded that political office-bearers, public officials, and lay members of the public can see at a glance what actions are envisaged or underway. Indeed, this means that official documents should be worded so precisely that political office bearers and public officials will be able to quantify and qualify information to the extent that decisions made and actions taken are to be accountable following the prescriptions or the factual data.

Marume (2016) holds that "The essential and constant reference to communication as a factor which influences public policy implementation can be analyzed from a three-pronged view, namely:

- (1) Transmission: the absence of a sound communication system and the blockage of information somewhere in the system result in ignorance of decisions, orders, and guidelines;
- (2) Clarity: by which is meant that orders or instructions should not be vague about when, where, or how the implementation is to be carried out; vagueness can make changes in policy difficult and can result in changes far more significant than those anticipated;
- (3) Consistency: Because there is seldom just one order, implementation orders may need to be more consistent and specific. Inconsistency and vagueness of orders may increase commensurate with the multiplication of directives throughout different branches and levels of institutions or government. In addition to the above, a striking feature of policy statements is that reasons can be advanced for policy ambiguity; that is,
- (4) Many policies do not lend themselves to clear performance indicators or targets – particularly in broad, complex, and far-reaching goals;
- (5) Ambiguity can be regarded as a built-in safety measure – a safeguard against imperfect understanding and the lack of control;
- (6) Ambiguity may be seen as an instrument to leave room for maneuvering, negotiation, and renegotiation.

According to that research, the implementation of the zoning system policy at Public Senior High School 2 Ciamis has been implemented; 1) Schools have clear standards and policies in the form of Standard Operational Procedures (SOP) and Technical Implementation Guidelines (Juknis) for 2019. 2) Principals follow Student recruitment Zoning system socialization from related agencies, 3) Schools disseminate standard measures and policy objectives to policy targets, 4) Communication from the education office as policymakers have been carried out effectively to policy implementers are accurately and consistently (accuracy and consistency) because the information provided is based on SOP and technical guidelines student recruitment 2019, 4) Communication between public high

schools with policy targets have been appropriately implemented following student recruitment standard operational procedure and technical guidelines through various online and offline media in schools.

The socialization carried out to school residents, especially the student recruitment 2019 team, was carried out by holding preparatory meetings, forming a student recruitment team, establishing SOP student recruitment Public Senior High School, creating a registration flow scheme, and notifying the results of the selection of new student admissions objectively, accountably, transparently, and without discrimination.

3.2 Characteristics of implementing zoning system policies

Van Meter and Van Horn in Y. Prapto (2019: 392) state that the characteristics of the implementing agency "The characteristics of implementation agencies including issues like organizational control but also, going back surely to inter-organizational issues, the agency" s formal and informal linkages with the "policy-making" or "policy-enforcing" body ."According to Van Meter and Van Horn, the implementing organization has six variables that must be considered, namely: 1) competence and number of staff, 2) range and degree of control, 3) political support, 4) organizational strength, 5) degree of openness and freedom of communication, and 6) the relationship.

Based on this definition, as a policy-implementing organization, Public Senior High School 2 Ciamis is ready and understand the context and policy objectives. In terms of achieving the effectiveness of policy implementation, the achievements are:

- (1) The policy regarding the zoning system itself is correct. Basic policies have been formulated and contain matters that can solve problems that will be the basis for increasing access and quality education services. To achieve this goal, implementing the policy refers to Governor Regulation (Pergub) Number 37 concerning Amendments to West Java Governor Regulation Number 31 of 2020 concerning student recruitment and Implementation of New Student Admissions for the 2020/2021 Academic Year, as well as orders Circular of the Minister of Education and Culture Number 4 of 2020 concerning Implementation of Education Policies for Emergency Spread of Corona Virus (Covid-19). The executor is right Public Senior High School 1 Ciamis are implementers who have the authority to implement the policies of Governor Regulation No. 37 concerning Amendments to the West Java Governor Regulation No. 31 of 2020.
- (2) The policy target is correct but needs to be more optimal. This accuracy is related to three things. First, targets do not overlap or do not conflict with other policy interventions and intervene as planned, namely 1) student recruitment organizing committees at all levels; 2) Educational unit administering student recruitment; 3) Prospective high school students. Second, the target is not ready to intervene or not. Third, policy interventions are new or update previous policy implementations.

- (3) The environment is considered inadequate. The policy environment has been implemented correctly: the interaction between policy formulating and policy implementing agencies with other related institutions. However, in the external environment, there are still pros and cons to public opinion, namely the public's perception of the zoning policy that some people consider inappropriate because it seems hasty. Hence, they feel unprepared for the changes in policy rules.

The causes of pros and cons include: 1) The zoning system policy has yet to accommodate all prospective students. Although the zoning system policy is familiar, zoning rules make prospective new students face difficult choices. 2) Inequality of community IT knowledge and facilities in supporting the implementation of student recruitment online based, 3) the community still needs to be entangled in the paradigm of favorite and non-favorite schools.

Therefore, previous research by R M (Mthethwa, 2012) stated that Policy implementation refers to the mechanisms, resources, and relationships that link policies to program action. More specifically, it means carrying out, fulfilling, producing, or completing a given task. Therefore, understanding the nature of policy implementation is essential because international experience indicates that policies, once adopted, are only sometimes implemented as envisioned and do not necessarily achieve the intended results.

(Mthethwa, 2012) said the researchers had formulated numerous theories to demonstrate the essence of policy implementation and the factors contributing to success or failure, including the different levels, processes, and stakeholders involved in implementing public policy. However, providing an entire literature review is beyond this article's scope. At the risk of oversimplifying, implementation can be considered the carrying out and accomplishing of a policy. Implementation is often viewed as part of a linear process that proceeds directly from the predictions and prescriptions given by the official to the policymaker (s) to implementation and then to policy outcomes. While this may sound straightforward, policy implementation can be complex. Newcomers to business and government often assume that a policy, once adopted, will be implemented following the policymaker's intent. An increasing body of research confirms that experienced officials and politicians know this is untrue. Practitioners and scholars have understood that policy adoption is only one milestone in addressing the issue. Successfully implementing the policy's intent is the exception rather than the rule. Policy implementation is the activities and operations undertaken by various stakeholders toward achieving goals and objectives defined in an official policy.

3.3 Economic, social, and political conditions that affect the implementation of the zoning system policy

Van Meter and Van Horn also expressed social, economic, and political conditions. According to Rustam Efendi and others (2020), The social, economic, and political environment are factors in the Van Meter and Van Horn models. This means that the social environment, economic conditions, and political conditions (political stability conditions) impact policy implementation.

According to economic impact, the zoning system is a solution for academically incapacitated students to obtain a quality education around the residence. States, "It is hoped the school can accommodate all learners around the neighborhood. "The government is also putting pressure on every school to provide 20% of its capacity for poor learners who can demonstrate the certificate of poor people. As expected by the Zoning System, the government can change the education system quickly and thoroughly but still quality. The zoning system in student acceptance student recruitment is taken in response to "caste" in the education system that has been taking place. The mindset of "caste" or "favorite" in the education world began to be revamped and changed to a placement system. (Martin:2020).

Based on the research result by Wahyudin Ibrahim (2020), The Implementation of this Zoning has been effective because it can be seen that prospective students do not accumulate in just one school but are spread across several schools. The criteria or measures for the achievement of practical or not goals are as follows: clarity of objectives to be achieved, clarity of strategies for achieving objectives, analysis and policy formulation processes, well-prepared planning, the compilation of appropriate programs for a good plan still needs to be elaborated, the availability of work facilities and infrastructure, effective and efficient implementation, and an educational system of supervision and control.

From some of the results of these studies, Kosasih Ali Abu Bakar (2019) holds that admission students with a zoning system are also expected to eliminate students' barriers; two factors cause this lack of achievement, namely environmental factors and personal (family) factors. Environmental factors can arise from schools that do not support the intellectual climate and focus on athletics and social status alone; they can result in a lack of achievement. One component related to the quality of education is student readiness and motivation. The admission student zoning system is expected to provide comfort from environmental and personal factors based on student readiness and motivation.

The admission zoning system prioritizes the closer distance of student residences to school, in addition to increasing students' comfort level psychologically, also increases students' and societies' sense of ownership of the school followed by parents and the surrounding community.

So, it is expected to adjust social support for the school. Schools no longer belong to the school but also to individuals or groups around the school. Divides social adjustment into three aspects: adjustments in the home and family environment and the school environment and the community. Also, there are several adjustment factors: physical condition, development, maturity, psychological, environmental, and cultural.

Thus it can be concluded that social, economic, and political conditions have influenced the effectiveness of policy implementation at Public Senior High School Ciamis with the following descriptions: 1) economic resources for implementing policies are sufficient, financing student recruitment implementation is obtained from BOS (School Operational Assistance) funds from the government so that prospective students are not burdened with registration fees. 2) The community's

socio-economic conditions subject to policy intervention are heterogeneous. However, they are domiciled by the middle to lower social classes, which impacts the unequal level of community education or the parents of prospective students, especially in the IT field. 3) Public opinion is dominated by negative opinion, where the zoning system is considered to reduce students' competitiveness and learning motivation. Students think that there is no need to study seriously to be able to continue to the school they want because the school is in the zone of their domicile and will not make pure Ebtanas value a requirement for admission. 4) The Education Office, as a Political Elite, supports implementing the zoning system policy by First providing various policies that support the successful implementation of student recruitment, such as issuing alternative policies for the admission of new students and financing policies for implementing student recruitment. Second, there is no overlapping policy so that the implementation of student recruitment can run smoothly as planned. 5) There is no opposing force that hinders the implementation of student recruitment; 6) Interest groups and the private sector support the implementation of student recruitment, but it is not optimal because it does not contribute directly.

3.4 The attitude (disposition) of those implementing the zoning system policy

The success of policy implementation depends on the ability to use available resources. Humans are an essential resource in determining the success or implementation of policies. Each implementation stage demands quality resources according to work required by the politically established policies. Apart from human resources, financial resources and time are essential calculations in the success of policy implementation.

Derthicks (in Van Meter and Van Horn, 1974) stated, "New to 21 suggest that the limited supply of federal incentives was a major contributor to the program's failure". Van Meter and Van Horn emphasized, "Policy resources are no less important than communication. These policy resources must also be available in order to facilitate the administration of implementing a policy. These resources consist of funds or other incentives that can facilitate a policy's implementation (Implementation). Lack of or limited funds or other incentives in policy implementation is a significant contribution to the failure of policy implementation.

Based on the descriptions above, the disposition is policy actors' willingness, desire, attitude, and tendency to carry out policies seriously so that the policy's goal can be realized. In a policy implementation disposition, it is necessary to have an SOP and a bureaucratic structure to divide authority and connect between organizational units to implement policies following the established SOP. The standard operating procedure is the development of internal demands for the certainty of time, resources, and uniformity requirements in a complex and broad work organization.

Based on the research findings, the principal has a good response and wants to implement the student recruitment zoning system policy earnestly to ensure the acceptance of new students runs objectively, accountably, transparently, and without discrimination to encourage increased access to education services. Hence the principal; 1) establish a Standard operational procedure (SOP) as a

reference in implementing student recruitment, 2) establish a bureaucratic structure by compiling the duties and authorities of the student recruitment organizing committee, 3) compile a schedule for implementing student recruitment receipts, 4) budgeting student recruitment financing from school BOS funds and preparing infrastructure especially the need for IT equipment to support the success of the student recruitment online zoning system, starting from providing servers, networking, wifi, and computers.

As the results of Marume's research (2016), It has been stated that policies are not self – implementing. They require implementers; this is compatible with the contributions who maintain that: The availability of finances, physical resources, infrastructure, equipment, buildings, technology, and information of no consequences without a well–trained, efficient, and effective workforce to provide the relevant service to clients; this is mainly so in public service organizations where the rendering of public goods and services to the community or society at large takes place in the context of scarce resources and competing demands."

This recommendation results from an analysis that aims to ensure that the draft of a policy, as well as that being implemented by the schools, is following the vision, mission, and direction of the principal and does not conflict with the prevailing laws and regulations. It is also intended to make policies more targeted, acceptable, and beneficial to the country.

A precise knowledge of the disposition of public administrators and their immediate subordinates as policy implementers are essential. Behind the scenes, administrative leaders exert much more significant influence on governmental affairs than politicians and political office–bearers [parliamentarians, ministers, provincial and local councilors, and others. Would like to admit that the importance of the disposition of implementers becomes evident.

However, as the policy implementation theories suggest, implementing a policy has more significant challenges than its formulation process. Hence, policies written on paper are only sometimes followed by ideal implementation. Udoji thinks that policy will only be a plan or concept on paper if it is not realized through proper implementation. Furthermore, Khan dan Khandaker argue that successful policies are seen in sound design and in managing their implementation (John Kurniawan:2021).

4. Conclusion

Implementation of Zoning System Policy at Public Senior High School 2 Ciamis Based on the Van Meter and Van Horn Policy Implementation Models is supported by the authority of the principal to regulate and utilize human resources, budgetary resources, and supporting equipment resources for the successful implementation of student recruitment following the Standard Operational Procedure (SOP) that has been established as a reference for policy implementation. Implementing the zoning system policy impacts no discrimination against certain schools, only schools or favorite schools. All prospective students are not disadvantaged because they have the same rights to obtain educational services following their domicile.

5. References

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