

# SCHOOL STRATEGY FOR NEW STUDENTS RECRUITMENT IN A PRIVATE SCHOOL IN BOGOR (Case Study at YPHB Senior High School, Bogor)

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**Article history:** received 02 September 2023; revised 16 September 2023; accepted 02 October 2023 DOI: <https://doi.org/10.33751/jhss.v7i3.7740>

**Abstract.** This study aims to analyze the strategy of recruiting new students (PPDB) in private schools, especially at YPHB Bogor City High School, the research focuses on: (1) The process of recruiting new students at SMA YPHB Bogor City. (2) Recruitment strategy for accepting new students at SMA YPHB Bogor City in getting prospective students. (3) Factors supporting and inhibiting schools in the recruitment of New Student Admissions (PPDB) at SMA YPHB Bogor City. An effective strategy that can be recommended to be used at YPHB SMA in order to recruit new students every year.

The research method used was descriptive qualitative, namely describing, explaining, and disclosing the results of research on student recruitment, with the type of case study research. Data collection techniques included in-depth interviews, participant observations, and documentation. The research subjects were foundations, principals, committees, and parents of students. The results showed that the recruitment strategy for accepting new students at YPHB Senior High School (1) The planning for accepting new students at SMA YPHB was by using internal and external strategies. The internal strategy is carried out through improving school facilities and infrastructure, presenting an attractive school environment. The external strategy is carried out through outreach, placing banners, distributing brochures. Dissemination through social media, print media, electronic media (Publications) on a regular basis. In addition, socialization visits and coordination were also carried out to PPDB target schools. Promotion of YPHB High School flagship programs that can be sold to outside communities so that they can attract more outstanding students. Academic and non-academic Achievement Scholarships and Orphans/Orphans/Orphans with Achievement. Compensation for junior high schools is still being implemented. Holding a PPDB promotional content contest. (2) The strategy for implementing the recruitment and selection of new students consists of several activities, namely, the establishment of a committee, holding committee meetings for implementing new student admissions, conducting student selection, determining students who are accepted, an announcement of the test results, and re-registration for those who have passed.

**Keywords:** strategy; admission of new students; private school

## I. INTRODUCTION

Education is a means of growing and developing human talent and will be able to develop optimally. Education plays an important role in educating and advancing the lives of nations. Education is expected to improve the conditions of a pluralistic society, starting from the upper, middle, and lowest levels [1]. Based on the goals of education in the opening of the 1945 Constitution of the Republic of Indonesia, one goal of the Indonesian state is to educate the nation; therefore, every citizen has the right to receive education regardless of social status, race, ethnicity, religion, and gender. There is a need for continuous improvement of all components of education, quality of education, equity of education, and management of education. Provisions for a zoning system are carried out to increase educational equity and eliminate the predicate of favorite and not favorite schools [2].

Senior High School is a form of formal education at the secondary education level. Article 2 of the Minister of Education and Culture No. 51 states that the implementation of the Acceptance of New Students (PPDB) is based on non-discrimination, except for schools that specifically serve students from certain gender or religious groups, objective, transparent, accountable, and fair. State schools or schools implemented by the regional government opened the PPDB in May each year. Currently, the PPDB implementation mechanism is mostly carried out online; however, if network facilities are not available, PPDB implementation is carried out using an offline mechanism. (Permendikbud, 2018) Implementation of PPDB, especially in public schools, if they get students who exceed the capacity, then schools are required to report to the education office by their authority. The excess students were channeled to other schools within the closest zoning range. Acceptance is the act of receiving or welcoming. Learners are members of society who try to

develop their potential through the learning process. Therefore, it is a good strategy to achieve its goals. To realize this goal, YPHB Bogor City High School has made various efforts, one of which is to implement a system for accepting new students in an objective, transparent, accountable, and competitive manner, using the plus curriculum and special feature lessons. Managing private educational institutions today is not as easy as most people imagine, especially if they are located in the middle of a city adjacent to other private schools. It takes mental strength and willingness to continue honing knowledge and skills so that private educational institutions can continue to exist, especially if they want to compete with other educational institutions. One of the common problems that have surfaced in managing private educational institutions is the culture of education and community support. In this case, the problem for private educational institutions lies in how to increase competitiveness to attract public trust. This competitiveness is demonstrated by the ability to provide quality assurance to the community in the form of quality education and service.

Based on reality, parents are currently more selective in choosing schools for their children, especially when choosing private schools that are far from the reach of public high schools with a zoning system. The zoning policy implemented at public high schools influenced parents' interest in private schools, which offered better educational programs than public schools. Parents choose schools that have interesting programs, such as extracurriculars that support students' non-academic achievements, including self-defense, recitation, or religious activities in schools, and additional learning facilities for students. This is a positive aspect in terms of improving the quality of education. Therefore, it has an impact on private schools competing to find and develop strategic formulations to recruit new students so that they can attract parents or students through the various programs offered. Even though there is an impression that the new student admissions activity (PPDB) is an annual routine agenda that must be carried out by every educational institution, this activity must always be carried out seriously by bringing up various new strategies or innovations so that the number and quality of prospective students managed to fit in as expected.

Discussing strategies for accepting new students (PPDB), it is interesting to study and further examine the efforts made by managers of educational institutions such as YPHB Senior High School. The recruitment strategy used to obtain students is not only large but is expected to be of high quality. Each school, especially private schools, must implement a variety of strategies according to the quality and educational services provided. Of course, private high schools such as YPHB Senior High School design strategies for recruiting new students. It is these several private high school institutions that give rise to the scent of "competition" to become superior, which can also be felt. Even this fairly tight competition is important to note by the PPDB committee, especially for private schools, such as YPHB Senior High School. The committee must work hard to inform, persuade,

and recruit new students through publications/promotions to increase public acceptance of school programs. Management of a good recruitment strategy must be implemented to support the implementation of effective education and learning [2].

From these problems, it can be seen that the student recruitment strategy implemented by private schools such as YPHB High School has not been fully implemented. Therefore, public trust tends to be lacking, and the number of students who register from the start of recruitment is not optimal. Not all Junior High School (SMP) graduates are focused on the Vision and Mission at YPHB High School. The school's vision and mission, as well as the strategy adopted by the school in recruiting New Student Admissions (PPDB), have not fully attracted some students from several nearby areas. Thus, the students make their choice to choose another school. In addition, it is not uncommon for students who have re-registered to choose a public high school when they are accepted at a public high school, and a transfer occurs the following year. This causes problems related to the PPDB at YPHB Senior High School was established for 26 years, with various achievements at the city, provincial, and national levels; for example, as a target school of the PSB PSMA Directorate in 2004, the YPHB was a pilot school for the Computer-Based Curriculum, and then a pilot school for the 2013 curriculum. as a reference school, all of which is the trust of the Education Directorate given to YPHB Senior High School, apart from many other achievements. Meanwhile, the various possibilities of the advantages of other schools with their vision and mission are better able to attract the attention of students to choose that school. As in the case of Vocational High Schools or other schools, especially state ones that are equal in their various programs. In addition, the problem of education costs, which is often considered, decreases the chances of students having the opportunity to register as prospective students.

If we analyze the classic problem that then becomes a threat to the sustainability of the school, it is the decreasing number of enthusiasts. This tends to be influenced by strong public opinion that private schools are second-class educational institutions. Many people send their children to private schools because of financial problems; they are also forced to do so because they are not accepted at public schools. In fact, in terms of quality, private high schools, such as YPHB High School, are not inferior to public schools or other private schools. However, the reality of the various strengths and achievements of YPHB Senior High School is still not the main focus that will become an attraction for the community. Based on this explanation, this research was carried out in the form of an analysis of the PPDB recruitment strategy at YPHB High School so that researchers could obtain data on recruitment strategies and provide various possible recommendations for effective strategies that could be implemented at YPHB High School so that it became a school with the main focus and attractiveness for the community so that they could compete with other private schools and public schools.

Strategy is a tool for achieving goals, and in its development strategy continues to experience change, especially in terms of its concept. Steiner and Miner stated that strategy is a continuous response or adaptation to external opportunities and threats as well as internal strengths and weaknesses that can be influenced by the organization. Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. As this definition implies, strategic management focuses on the integration of management, marketing, finance, production/operations R&D, and computer information systems to achieve organizational goals. This definition shows that strategic management has three important aspects: formulation, implementation, and evaluation. However, in the study of this article, it is limited to the formulation or strategy formulation. [3].

If defined, the word strategy comes from the Greek word *strategos*, which is translated into English as a general set of maneuvers carried out to overcome an enemy during combat (a set of weapons used to fight enemies during the war). This linguistic meaning can indeed be underlined by the fact that the term strategy originally came from military circles and is popularly often stated as a strategy used by generals to win a war. However, at this time, the term strategy is widely used by various types of organizations, although the main ideas contained in the initial sense are retained and, of course, in terms of application in the field, adapted to the type of organization that implements them. Therefore, strategy can be interpreted as a method used by managers or top leaders to achieve organizational goals [4]. School comes from Latin, namely *skhhole*, *scola*, *scolae*, or *skhola*, which means free time or spare time. School is a free time activity for children in their main activities, namely, playing and spending time enjoying childhood and youth. Activities in their spare time include learning how to count, reading letters, and getting to know about morals (character) and aesthetics (art). To accompany children in school activities accompanied by experts who understand child psychology and provide as many opportunities as possible for children to create their world through various lessons [5]. A school is a vehicle or institution for learning and teaching, as well as a place for receiving and giving lessons. A school is a place where education takes place, as well as a place where people hope for a better life in the future. Schools as educational centers/institutions/environments have duties and functions to carry out teaching and learning processes or activities that are carried out in a planned, orderly, and regular manner to produce skilled and educated personnel who are always needed for the implementation of development to materialize. Elementary schools were divided according to the standard type of school. According to this definition, a school is an institution or organization that is authorized to carry out learning activities that produce educated and conscious people to change their destinies. School organizations have certain requirements. A school is an institution or place for learning, such as reading, writing, and learning, to behave

well. Schools are also an integral part of society that deals with the real conditions that exist in today's society. Schools are also the second environment in which children practice and grow their personalities.

Recruitment encourages potential students to enter or enroll in certain programs, courses, classes, or schools. The recruitment of students in an educational institution (school) is essentially a process of finding, determining, and attracting capable applicants to become students in the educational institution (school) concerned. Recruitment of students in the review of the management of formal education (schooling) is a routine activity carried out by schools to collect, select, and place prospective students to become students at certain levels and educational pathways. This routine does not reduce the potential problems associated with the recruitment process. Therefore, recruitment policies must be based on concepts and rules that are stable and applicable in the administration of education [6]. The purpose of student recruitment is to obtain students who have characteristics according to their school's ability to foster and develop students. This means that students will receive inappropriate services if they are accepted at school; therefore, the school must not accept them. The process of prospective students not being accepted at a school is based on the results of a selection of several criteria/requirements set by the school based on signs/standards issued by the district/city, provincial, and central government [7]. The specific objectives of student recruitment are (1) getting students who have the characteristics stipulated in the conditions for admitting new students, (2) providing justice to the community and prospective students to obtain proper education, and (3) improving the quality of education services for children and parents of students. According to Hanry Simamora in Arsyad [8] explaining the purpose of recruitment has several objectives, including (1) to attract a large group of job applicants so that the organization will have a greater opportunity to select prospective workers who are considered to meet the organization's qualification standards. (2) Post-appointment goals (post-hiring a goal) are the earnings of employees who are good executors and who remain with the company for a reasonable period. (3) Recruitment efforts should have a spillover effect; that is, the general image of the organization should rise, and even applicants who fail must have positive impressions of the company. The principles in student recruitment are things or truths that are considered important for the implementation of student recruitment. Several principles of student recruitment are objective, transparency, accountability, and non-discrimination. (1) Objective. In student recruitment, an objective means that the process of making decisions in admitting new students is not influenced by the personal opinions or views of prospective students or parents learners. In a broader view, the decision to accept or not accept new students is based on the real conditions of prospective students, without being influenced by elements beyond the conditions that are visible, such as liking or hatred towards students, parents, or other parties related to students. The objective principle has been in

demand for a long time, where an objective decision to admit new students is expected to provide justice to prospective students and parents in receiving education for both the child and parents who have children as prospective students. (2) Transparency. Transparency is a principle that guarantees access or freedom for everyone to obtain information about the organization of an institution/individual, such as finances, programs, beneficiaries, etc.. Transparency in student recruitment is the public's freedom to obtain information regarding the stages, mechanisms, conditions, and implementation of the student recruitment process, including the acceptance of a child in a recruitment process (Isnainiyah, Ghina, n.d.2016). (3) Accountability. Accountability in student recruitment is the responsibility of the PPDB team and school for the process and results of student recruitment. Accountable student recruitment is carried out through honesty in carrying out student recruitment, managerial accuracy in implementing student recruitment, and financial accuracy and suitability that exist or are held for the benefit of student recruitment. Not discriminatory or fair, the recruitment of prospective students is an activity to search for and identify children who are considered eligible to become students based on certain criteria [7]. From some of the theories above, it can be concluded that recruitment is an activity process of searching, determining various criteria, and attracting applicants who can become students in institutions (schools). School recruitment is needed in the search for students to become students at school.

Acceptance of New Students, abbreviated as PPDB, is the acceptance of new students in Kindergarten and Schools, PPDB aims to ensure that the acceptance of new students runs in an objective, transparent, accountable, non-discriminatory, and fair manner to encourage increased access to services. The acceptance of new students is the initial gate and must be passed on by students and schools to screen for educational objects. An important event for a school is the starting point that determines the smooth running of a school's work. The PPDB is implemented based on non-discriminatory, objective, transparent, accountable, and fair principles. This means that PPDB is implemented openly, and the community has the same opportunity to enroll their children in the school closest to their domicile. Educational zoning can provide government solutions for implementing a policy of equal distribution of educational quality according to zoning. In line with this, according to Catharina, an Expert Staff of the Minister of Education and Culture in the 2019 PPDB socialization presentation in Indonesian education future needs to prepare quality graduates who have skills according to the needs of the 21st century, namely, 1) Communication Skills (communication skills), 2) creativity (creativity), 3) the ability to work together (collaboration), and 4) think critically and solve problems (Critical Thinking and Problem-Solving). This ability is obtained through a learning process in a classroom conducted by professional teachers. The implementation of educational zoning will result in an equal distribution of quality education among all Indonesian citizens. This book presents the results of research evaluating

the implementation of educational zoning policies. The Research aims to examine the preparation and implementation of new zoning-based student acceptance policies in these regions. The research method used was a combination of qualitative and quantitative methods. [10]. PPDB is implemented using an online (online) or offline (offline) mechanism. Implementation of PPDB is prioritized using mechanisms in the network (online). If the PPDB cannot be implemented through an online mechanism, then it is implemented through an offline mechanism. Ulfah, et al stated that: "the acceptance of new students is one of the first activities carried out in an educational institution, which of course the acceptance of new students is through a selection that has been determined by the educational institution for prospective new students" [11]. Based on some of the theories above, it can be concluded that the acceptance of new students is a reception, selection process, action, or attitude towards someone, especially new students who will become students at a school and join a study group.

## II. RESEARCH METHODS

A descriptive method with a qualitative approach was used in this study to produce a comprehensive presentation using the tools and techniques of data collection through interviews, observations, photos, audio, video, and documentation. Qualitative research data are not in the form of numbers but in the form of words. Therefore, researchers are key instruments for describing and analyzing phenomena. In qualitative research, there is no treatment or manipulation for the situation. Everything is described as follows: Surveys, ethnographic research, and descriptive research are examples of such qualitative research. Surveys, ethnographic research, and descriptive research are examples of qualitative research. One of the goals of qualitative research is to find patterns of behavior and not to test them. In addition, according to Creswell (2012:16), qualitative research has characteristics in the process. [12]. Operationally, this research uses a qualitative approach to analyze performance, individual experiences, and the behavior of related institutions. It is hoped that this study can reveal various meaningful description-analysis information using actual data, beyond what is visible to the naked eye (not generalizing), and by prioritizing processes because the issues raised are descriptive. This research was conducted at YPHB High School, Bogor City

## III. RESULTS AND DISCUSSION

### *Recruitment Process for Accepting New Students at YPHB High School, Bogor City.*

The PPDB recruitment process at YPHB Senior High School accepts new students at YPHB High School, starting with the formation of the PPDB committee, designing strategies, establishing the PPDB committee work program, preparing administrative files/documents, preparing

promotional media, socializing and determining the media used, determining junior high schools or potential recruitment target areas, and preparing the PPDB infrastructure. The flow in the PPDB procedure for YPHB Senior High School Bogor City, namely: registration, file selection, interview selection test, Al-Qur'an reading, and Academic Potential Test, announcement, re-registration, School Environment Introduction Period (MPLS) until the implementation of the beginning of the learning year. Several stages of The recruitment of new students at YPHB Senior High School, Bogor City, is described in (a). Recruitment Planning for New Student Admissions, according to observational data, there are several plans for school principals in recruiting new student admissions at YPHB Senior High School, Bogor City, namely (1) Formation of a New Student Admissions Committee (PPDB). (b) Compile the Principal's decree on the PPDB Committee. This decree contains provisions and decisions as well as the names of the new student committee approved by the Head of YPHB Senior High School

There are several steps in socializing the Recruitment of New Student Admissions at YPHB High School: (1) Send a letter of permission for socialization and MoU (cooperation) to the Potential Junior High School (SMP or equivalent) that will be visited to make a presentation and provide a letter of MoU or an agreement regarding the acceptance of new students at YPHB Bogor City High School. Collaboration around the school area to expand the promotion network and build good relationships with prospective students and parents. (2) Direct Visits to Schools. Direct visits to junior high schools or equivalent were carried out as a method of socializing YPHB Bogor City High School in recruiting PPDB. The visit was carried out by three committee members who served as the marketing and socialization team with the target of each junior high school or equivalent near YPHB High School with the potential school, then choosing to further school. (3). Making and posting announcements on the acceptance of new students are carried out openly (banners, brochures, social media, etc.). (4). Banner Installation. One of the PPDB strategies implemented by YPHB High School is the placement of banners. Placing banners can be a way to promote YPHB Senior High School and attract the attention of new prospective students and their parents. (5) Use of Internet Media (websites and social media). Socialization is carried out through various social media platforms, including Instagram, YouTube, Facebook, WhatsApp, and websites. In addition to the Internet, socialization is also carried out door-to-door at schools.

One of the things done by YPHB High School to capture the interest of students is through visual promotions, such as Instagram. Instagram is an image and video-based platform. Therefore, private schools such as the YPHB Senior High School can use it to promote the school's visual facilities, activities, achievements, and atmosphere. With attractive visual content, Instagram can help YPHB Senior High School attract the attention of potential students and parents, and enhance the school's positive image. In addition, they can interact directly. Through Instagram, YPHB High School can

directly interact with prospective students and parents in the form of direct messages (Direct message) or other interactive functions. This allows school administrators to answer questions, provide further information, and communicate directly with students and parents, and they can build closer interpersonal relationships. On Instagram, one can tell stories. Instagram Stories can be used to tell stories or experiences of students or alumni at YPHB High School through photos, videos, or text. With creative storytelling, Senior High School can describe positive experiences and uniqueness and inspire potential students and parents to register in YPHB Senior High School. Instagram YPHB Senior High School can create special theme labels (hashtags) related to PPDB, such as #ppdbmayphb, #ppdb@smayphbbogor, #smayphbbogor, and #ppdb2023, as well as invite potential students, parents, and alumni to use theme labels (hashtags) in their posts. This can help broaden the scope of school promotions and lead to buzzing and trending themes on Instagram. (6). Talents and Interests. Socialization through achievement pathways, both academic and non-academic for students, is carried out by introducing prospective students to obtain scholarships during junior high school, for students who win first place in individual academic and non-academic categories at the provincial and national levels. This also applies to students who have been representatives of competitions, both academic competitions and extracurricular competitions at the provincial and national levels, and who receive full scholarships from YPHB High School. In addition, an achievement track was also opened for students who experienced economic problems but excelled in the religious field, memorizing Juz with a recommendation from the local branch head. (7). Cooperation and Compensation. Another form of socialization is compensation. One of the advantages of the compensation strategy for junior high schools (SMP) for private high schools (SMA), such as YPHB Senior High School in the New Student Acceptance process (PPDB), includes (1). Increasing competitiveness; (2) offering unique advantages; (3) collaboration between schools; (4) increasing student diversity; (5) increasing accessibility; and (6) increasing loyalty and relationships with Junior High partner.

The path used in carrying out the recruitment and selection of New Student Admissions at YPHB High School Bogor, in general, uses four paths: (1) the Achievement Path, which is disclosed by the principal in the following way, must accompany a champion certificate, with the legality of organizations such as sports, academics, and others. The quota or number of students allocated to this academic achievement path was ten. (2) Al-Quran Memorization Path Scholarships. Scholarships are intended for people with obstacles or limitations, based on their socioeconomic conditions. The criteria in question are for students who have memorized at least five juz and are still being developed. The quota for this study was 10. Usually, all students who register through the scholarship route can be registered in YPHB Bogor. To go through this scholarship pathway, participants must follow a series of registration procedures and test selections. The test selection was intended to conduct

practical tests in front of the Al-Quran teacher. (3) Poor Student Track with Achievement, the poor student track is intended for students who can't afford to then have the opportunity to enroll in the school. In this pathway, a quota of 10 percent of all students will be accepted. In the case of the poor student pathway, the criteria are based on the economic conditions of the prospective student's family, but achievers. This economic condition is proven by a Certificate of Inadequacy (SKTM) or other evidence issued by the relevant authorities by the provisions. In addition, information family's economic condition of the family is also a requirement in this path.

In addition, they must be able to show certificates of achievement in both the academic and non-academic fields. For prospective students with academic or non-academic potential, YPHB is committed to reducing costs for both SPP (monthly school fee) and DSP (Educational Fund), with the following criteria:

Table1. Scholarship Achievement Criteria

No	Achievement level	Educatiob fee waivers
1	International	100% fee
2	National	100% fee
3	Province	100% fee

Students who have academic achievements as general/level winners will receive an SPP scholarship while studying at the YPHB High School. (4) Regular pathway: This pathway is intended for anyone who wants to register at YPHB High School without any specific conditions, does not include a certificate of achievement, Poor Scholarship, or other conditions, but takes a series of tests such as (a) Interview: an oral exam is intended to carry out mapping majors in class XI based on student's abilities and interests. In addition, the selection team was able to determine the motivation, aims, and objectives of students choosing YPHB Senior High School. (b) Written Examination (Academic Potential Test): the next stage after registration is the Academic Potential selection, which is carried out according to the schedule determined by the PPDB YPHB Senior High School committee. (c) Practical Examination, a practical exam conducted by YPHB High School in the process of accepting new students including, Al-Qur'an reading practice exams and Prayer practice exams. This is intended to determine students' abilities and practical knowledge in the field of religion so that they can determine the type and level of religious guidance through the DKM organization.

*Recruitment Strategy for accepting New Students at YPHB Senior High School to Obtain Prospective Students.*

The strategy used by the school to increase PPDB recruitment at YPHB Bogor City was to use internal and external strategies. The Internal Strategy is to carry out activities carried out by the PPDB committee team at the discretion of the school principal to attract students' interest so that they are comfortable, easy, and motivated to study at

the school. YPHB Senior High School already has a specific strategy for implementing PPDB at YPHB SeniorHigh School . Schools must have selling points, and several things are being done to attract the attention of students, namely, scholarship programs and convenience programs for students in sports and arts competitions (YPHB Open) by inviting schools to the nearest Junior High School (SMP) to attract the attention of the community and prospective students themselves. Before accepting the new students, the principal formed the PPDB committee. The Principal of YPHB stated that the recruitment promotion strategy would be influenced by the quality of the school. Therefore, schools are required to provide educational products or services that have a high selling value, and everything they produce has innovations that can differentiate between these schools and other schools. For students who prefer religious or religious nuances, the school provides programs of religious activities, such as Dhuha, tadarus or murojaah together every morning, Dzujur and Asr prayers in congregation, Tamyiz, Tahsin, Tasmii Quran, Reading Asmaul Husna, Verse of the Qursi, as well religious activities others such as Ifada, Maulid, Nabi, Isra Mi'raz, and others. In addition, aadequate facilities for worship make the atmosphere of this school attractive and have religious nuances. The school provides a mosque that is firmly equipped with facilities for worship. Of course, this is indirectly one of the principal's strategies in terms of facilities and infrastructure to attract the attention of prospective students in the religious field.

Two grouping strategies were implemented to attract a wider community's interest in the YPHB Senior High School. (1) Implementing the Internal Strategy, namely within the school, (a) improving classrooms, reception rooms for new students, and infrastructure, such as fields, bathrooms, and other rooms; (b) displaying attractive school managers. (2) Carrying out External Strategies, namely outside the school, namely (a) making Socialization Media, such as Banners, Brochures, and Banners, which contain brief, concise, and clear school profiles; (b) foundation assistance conveying school problems; (c) holding various types of competitions that students are interested in (YPHB Open); (d) holding activities that involve the community around the school; and (e) informing school profiles through social media (Instagram, Facebook, YouTube) regularly. The research findings on the internal strategy used by the YPHB principal are described in the following table;

The formation of a New Student Admission Committee (PPDB) team ahead of the acceptance of new students is also one of the school's strategies for maximizing student recruitment. With the PPDB committee, the task of carrying out recruitment starting from socialization to the selection of prospective students is more structured and organized so that teachers can be balanced in carrying out the task of carrying out PPDB recruitment. There are several important elements carried out in YPHB Bogor City in the formulation of strategies, including (1) a strategy for determining student recruitment targets. This strategy aims to identify student recruitment targets. This was not done in the

previous year, but will also be carried out in the next academic year and will continue to be repeated. (2) Conduct socialization or visits to SMP (Junior High School) and MTS (Moslem Junior High School), both public and private, to promote the school to junior high school students at the same level so that they wish to continue their studies at YPHB. This promotion was carried out by presenting the advantages of YPHB and several facilities and achievements achieved by students at YPHB. (3) Attracting public attention by holding a competition by YPHB ahead of the recruitment schedule. This is intended to provide an introduction to the public about the environmental atmosphere directly at the YPHB High School, while simultaneously attracting the public's attention through a spectacle packaged in a competition. (4) Various print media, banners, banners, and brochures. In printed media, banners cannot contain detailed information about the school; therefore, the school supports it by making brochures that can contain detailed information about school facilities and infrastructure. (5) Use of online media. In recruiting new students, social media, such as Instagram, website, Facebook, YouTube, and YPHB Senior High School are used to provide information about when and how to register at the school, interview, and academic selection schedules and also to announce, when, and who will pass the selection of new student admissions in both batches I and II. Important information about the acceptance of new students can already be represented through social media, such as Instagram, websites, Facebook, and WhatsApp.

The principal of the school conducts evaluations every year. The indicators used to determine the success of the recruitment were the number of students, the quality and criteria of the students obtained, and the results of the recruitment based on the outreach of PPDB socialization. The evaluation carried out by the school is only seen from the recruitment results in quantity but also in terms of the quality of the students obtained. The quality of students in these schools is needed, especially those who match the criteria that the school needs. Fulfillment of the group in quantity alone cannot be a reference for the success of recruitment, various recruitment processes, and the quality results of recruitment also need to be considered. Therefore, the principal evaluates the acceptance of each new student.

#### *Factors Supporting and Inhibiting Schools in Recruitment of New Student Admissions (PPDB) at YPHB High School.*

School Supporting Factors in Recruiting New Student Admissions (PPDB) at YPHB High School. Several things still make YPHB Senior High School an attraction for parents of students to entrust the school by educating their children. (1) Accreditation A owned by YPHB Bogor City Senior High School makes people still believe that this school has good grades. (2) Missions and activity programs offered by YPHB Senior High School, Bogor City, in the religious field include holding dhuha and tadarus prayers every morning, Dzuhur and Asr together in congregation, praying together, cults, Thursdays infaq, Asmaul Husna and Reading of the Qur'anic Verses every Friday morning, Tamyiz, Tahsin and Tahfiz

Qur'an activities. Organizing education effectively so that students develop optimally; organizing academic achievement coaching through tutoring and science Olympiad guidance; carrying out self-development activities through sports and the arts; Carrying out Clean Friday activities; and carrying out activities. greening the environment, planting rare fruit trees, and cultivating waste disposal in its place. Moreover, one of the attractions is the IT Preneur program. (3) Extracurricular activities, which are non-formal activities carried out by students to channel their talents. At YPHB Senior High School, Bogor City, there are various extracurriculars, including Pramuka, Health Education for Youth (PKPR), KIR (Youth Scientific Work), PASKIBRA (Hoisting Squad), Extra Intra-School Student Organization (OSIS), LSC (Library School Community), Japanese Club, English Club, Computer Club, Photography, Arts (Vocal, Dance, Band), Angklung, Marawis, Theatre), and Sports (Volley Ball, Soft Ball, Hand Ball, Karate). This extracurricular aims to equip students to be more independent and make them highly creative, which can be used as a provision when they graduate from school. (4) The achievements of YPHB Senior High School can also be a means to attract the community to entrust their children to provide education at YPHB Senior High School. The community, especially the parents of students, hopes that their children can explore their talents and achievements in both academic and non-academic fields. The achievements of the YPHB Bogor City School, which are quite interesting to the public, include achievements in basketball, baseball, and other fields. (5) Facilities and infrastructure at YPHB Senior High School support all activities carried out by the school and are used as teaching and learning facilities so that they are conducive. In addition, attention is paid to the success of character education at YPHB High School concerning learning facilities and resources that need to be developed optimally. Facilities include buildings and learning tools. Some of the facilities at YPHB Bogor City School are Classrooms, Science Laboratory, Language Laboratory, Biology Laboratory, Chemistry Laboratory, Physics Laboratory, Social Studies Laboratory, Computer Laboratory, PKWU Room, Music Arts Room, TRRC, TDC, Theater Room, Library Room, Sanitation Room, Mosque, Warehouse, Grha or Great Hall, Principal's Room, Counseling Room, School Health Unit (UKS) Room, OSIS (Intra Students Organization), Cooperative Room, Administration Room, Server Room. In addition to several other sports facilities, Basketball Court, Volley, Futsal, Wall Climbing, and badminton..

Inhibiting factors/school constraints in the recruitment of New Student Admissions (PPDB) at YPHB Senior High School include (1) PPDB Regulations and Policies in State Senior High School. Each region or school, especially Public High Schools, has PPDB regulations and policies, such as zoning quotas, achievements, affirmations, transfers, and acceptance priorities for children of teachers or employees. The quota for admitting new public school students is based on achievement and zoning pathways, so many parents are

still waiting for the state to arrive until the deadline for registration at the YPHB Senior High School. These complex and varied regulations and policies can become an obstacle in the PPDB process, especially for private schools, such as YPHB Senior High School, which are not made a priority or top choice. (2) The YPHB Senior High School PPDB activity schedule for batch 1 was too early, causing many students to postpone enrollment in the next batch with the excuse of waiting for the results of the School and Provincial PPDB Examinations. (3) Some prospective students and parents may face problems accessing information about PPDB requirements, procedures, and schedules at the YPHB Senior High School. This lack of clear and accurate information can make it difficult for prospective students to properly prepare for and follow the PPDB process at YPHB Senior High School. (4) Financial Factors: Some prospective students and their parents may face financial constraints in paying registration fees, which tend to be higher than other Public and Private Senior High, entry fees (DSP), or other fees related to acceptance at the YPHB Senior High. This is especially true during pandemic and post-pandemic periods. This can be an obstacle for prospective students who are financially disadvantaged to participate in the PPDB process or choose the YPHB Senior High as their choice. In addition, it can make it difficult for them to access the YPHB Senior High School they want and increase the risk that they will choose a private school that is financially below the YPHB Senior High School. (5) The YPHB Senior High School policy applies a selection process that is considered complex and varied, such as interview tests, reading the Korean language, academic tests, and psychological tests. This complex selection process can be an obstacle for prospective students who are unfamiliar with or not ready to face it. (6) Technical and Technological Factors. The use of technology in the PPDB process, such as online registration using certain applications, becomes an obstacle when the technical system is problematic or internet access is limited. This can hinder prospective students and committees from accessing information or following an online PPDB process. (7) Marketing constraints were hampered because several public and private SMPs could not provide time for presentations. (8) Intense competition between private high schools in the city of Bogor, which have a good reputation and offer a variety of quality and superior academic programs so that many prospective students are interested in registering, in addition to improving infrastructure and other facilities. Intense competition in PPDB can increase the level of stress and pressure on the committee. This can lead to a decrease in the number of students enrolled in the YPHB Senior High.

*An Effective Strategy can be Recommended for YPHB Senior High School to Recruit New Students every year.*

The following strategies are recommended and can be implemented by private schools, including YPHB Senior High School, to improve the New Student Acceptance (PPDB) process (1). Effective promotions. Private schools, such as YPHB Senior High School, need to carry out effective

promotions to increase public awareness about the advantages and features of YPHB Senior High School. Promotion can be conducted through social media, brochures, banners, advertisements, or other promotional activities on an ongoing basis. (3) Preparation of brochures and information. Private schools must prepare brochures and clear information regarding the PPDB process, requirements, fees, curricula, facilities, and so on. This information must be easily accessible to prospective students and parents through the school's website or other media sources. (4) Collaboration with Junior High Schools on an ongoing basis. Private schools can collaborate with junior high schools around the school area to expand the promotion network and build good relationships with prospective students and parents. (5) Increasing the quality of education. Private schools, including YPHB SHS, must continue to improve the quality of education in terms of academic and non-academic achievements as well as the infrastructure offered to strengthen the school's reputation. Curriculum excellence, facilities, and qualified teaching staff can be pull factors for prospective students. (6) Guidance and counseling services. Private schools can provide guidance and counseling services to prospective students and parents regarding the PPDB process, requirements, and other necessary information. This can help prospective students and parents better understand the school and the PPDB process. (7) Good customer service. Good customer service is important in the PPDB process. Private schools must provide friendly, responsive, and professional services to prospective students and parents during the PPDB process, either through direct communication or electronic media. (8) Continuous evaluation and improvement. Private schools must periodically evaluate the PPDB process that has been carried out, identify weaknesses and make continuous improvements to increase the efficiency and effectiveness of PPDB process in the future.

#### IV. CONCLUSION

Based on the data presented and analyzed, the authors conclude this research as follows: (1) The school's strategy in recruiting new students at YPHB Senior High School is good. Based on the indicator of the number of students in quantity, although it has decreased over the last four years (2019 – 2022), it can still meet the target learning space: eight classes, and with the provisions of the Minister of Education and Culture regarding the acceptance of new students that have been set. Broadly speaking, the student recruitment process at YPHB Senior High School Bogor, includes the following stages: formation of a new student admission committee (PPDB) team, preparation of procedures, and requirements for prospective students. This study was carried out by the PPDB committee at YPHB SHS with the approval of the Foundation and the school principal. It announces/the socialization of several requirements and mechanisms that must be taken by prospective students and parents in the

selection/recruitment process. After that, the selection was carried out according to the planning that had been done, namely, Administration Selection, Interview Test, Al-Quran Reading, and Academic Potential test. (2) The factors that influence the principal's strategy for recruiting students at YPHB Senior High can be influenced by two factors: internal and external. School achievements and goals for graduate students will be assessed. (3) The strategy for the YPHB Senior High in carrying out recruitment, namely, the school explores selling points that can increase school trust and quality; several things are made to attract the attention of new students, namely, scholarship programs (academic and non-academic), strategies through interest and student talents, through various competitions and activities involving the community, providing information about school progress and facilities, presenting attractive school management, free school fees, and other programs. Overall, the strategy used by YPHB Senior High Schools includes both internal and external strategies. The internal strategy is carried out within the institutional scope of the school itself, whereas the external strategy is carried out outside or directly to the community. The internal strategy is implemented by improving school facilities and infrastructure and displaying an attractive school environment. The external strategy is implemented through outreach, placing banners, and distributing brochures. In addition, visits and coordination were also conducted at the PPDB target schools. The decline in people's purchasing power is due to the zoning system, affirmation, and teachers' children, so the number of students who register is less than in previous years. Based on this evaluation, a strategy is needed for PPDB for the 2023/2024 school year as follows: (1) socialization through social media, print media, and electronic media (Publication) regularly; (2) Promotion of YPHB High School flagship programs that can be sold to the outside community so that they can attract more outstanding students; (3) Non-Academic Achievement Path Scholarships and Orphans/Orphans/Orphans with Achievement; (4) DSP payment installments; and (5) Compensation for junior high schools is still being carried out (with a total of 10 applicants and multiples apply (On Time), a collaboration with potential schools. (6) Holding competitions PPDB promotional content (for example Tiktok and other current promotions).

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