

## **AMBIVALENCE PRIVATE SCHOOLS IN THE ZONING SYSTEM FOR NEW STUDENT ADMISSIONS IN Demak IN 2024**

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### **Abstract**

Zoning is a new student admission system that is oriented towards the area closest to the residence with the school that aims to provide convenience for the community to easily access education so that economically disadvantaged communities can more easily get education by reducing costs. The research method uses qualitative descriptive by presenting data found at the research location naturally with narratives and arguments that support the validity of the research. The results of the study showed that private schools in Demak experienced a negative impact so that the number of students continued to decline, and some did not feel the impact. The conclusion of the 8 schools that were the objects of the study was found that 3 high schools experienced a decrease in the number of students, 5 schools had a stable number of students, 3 vocational schools experienced an increase.

**Keywords;** Zoning, Impact, Strategy.

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## INTRODUCTION

Zoning is a government policy of Permendikbud Number 17 of 2017 on New Student Admissions, for Elementary Schools, Junior High Schools, Senior High Schools, and Vocational High Schools that student admissions are based on the area with the closest radius of where they live, the aim is to provide access to the same quality education. In its application, it causes various problems, especially in private schools that are close together (zoning), namely private high schools and private vocational schools must accept the consequences of a shortage of students and some even have to be closed, the struggle for new students has actually been going on for a long time, this is a result of real modernization and brings victims to humans, <sup>3</sup>this is reinforced by Hannah's research, Sophie, <sup>4</sup>most humans have trends that are based on material interests, <sup>5</sup>including our current education.

In its application, some private schools are significantly affected, private schools that are close to zoning schools feel a decrease in the number of students, and there are a small number of private schools that do not feel the impact. Asep, <sup>6</sup>found data since 2019/2020 many private schools have died (closed). such as; in Banten 12 schools. <sup>7</sup>Solo 3 schools, <sup>8</sup>the factor is that public schools are more open. <sup>9</sup>This phenomenon was refuted by the Central Java Education and Culture Office, there are around 95,000 students who did not get a quota, <sup>10</sup>so private schools still have the opportunity to compete for students who did not qualify.

Until 2024, the public response to the zoning policy is still partly accepting and partly rejecting and asking for it to be replaced with one that is more in favor of the interests of private schools. Researchers are interested in studying this through observation, interviews and documents with a sample of 5 high schools and 3 private vocational schools in Demak.

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<sup>3</sup> Nanang Marton, *Sociology of Social Change: Classical, Modern, Postmodern, and Postcolonial Perspectives*, (Jakarta: Raja Grafindo Persada, 2012), p. 449 .

<sup>4</sup>Hannah Forsyth & Sophie Loy -Wilson , Seeking a New Materialism in Australian History, Routledge, ISSN: 1031-461X (Print) 1940-5049 (Online) Journal homepage: <http://www.tandfonline.com/loi/rahs20> , p . 169

<sup>5</sup> Agus Suryono, *Theory and Strategy of Social Change*, (Jakarta; Bumi Aksara, 2019), p.4

<sup>6</sup> [The Threat of Death to Private Schools Page 1 - Kompasiana.com](#)

<sup>7</sup> [Private Schools Forced to Close Due to Zoning Policy \(beritasatu.com\)](#)

<sup>8</sup> [Lack of Students, Three Private Schools in Solo Officially Closed - Sonora.id](#)

<sup>9</sup> [Dozens of Private High Schools in Semarang Lack Students, 2 Will Close Soon | News Semarangpos.com](#)

<sup>10</sup> [95,000 Students in Central Java Certainly Will Not Get Seats in State High Schools/Vocational Schools \(kompas.com\)](#)

## **METHODOLOGY**

study uses qualitative descriptive, research presented in the form of words, sentences, narratives and expressions. <sup>11</sup>Descriptive describes the meaning of data or phenomena by showing evidence. <sup>12</sup>to examine real conditions not in settings, by taking objects of 5 private high schools and 3 private vocational schools in Demak Regency, the zoning policy raises new problems, one of which is that private schools are very difficult to survive, the number of students continues to decline and some are in stable conditions. The author found the fact that zoning caused a reaction of rejection and some could accept the attitude of "ambivalence" experienced by private schools in Demak systematically, accurately and factually and connecting between phenomena in schools.

The researcher also used the Triangulation method to avoid the emergence of multiple perceptions to cross-check data to increase the coherence and success of the research, <sup>13</sup>the school and the name of the principal who became the object of the research were disguised for privacy, the indicators used by the author were; the number of new students received this year, the school's response to the zoning policy and the readiness of private schools in facing competition.

## **RESEARCH RESULTS AND DISCUSSION**

### **1. Private Schools' Ambivalence in the Zoning System**

Ambivalence is an attitude of positive and negative evaluation simultaneously towards the same object and situation, <sup>14</sup>every new policy will give rise to pros and cons for the school, this policy is still viewed positively by the school and even encourages managers to be more qualified, strengthens the joint commitment of all school residents to evaluate existing deficiencies better in order to compete with state schools and to strengthen the system. Cemal Zehira, et.all.,<sup>15</sup> Total quality management is a strategy in holistic quality improvement aimed at improving performance quality, innovation in the last two decades. Teacher quality can improve

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<sup>11</sup> Muhammad Ramdhan, *Research Methods*, (Surabaya, Cipta Media Nusantara, 2021) p. 2

<sup>12</sup> Zuchri Abdussamad, *Qualitative Research Methods*, (t.k.t: Syakir Media Press, 2021), p. 31

<sup>13</sup> Cleave Seale, *Quality in Qualitative Research*, in Yvonna S. Lincoln and Norman K. Denzin (editors), *Turning Points in Qualitative Research; tying knots in a handkerchief*, (Walnut Creek: Altamira, 2003), p. 180

<sup>14</sup> Dario Cecchini, *Experiencing the Conflict: The Rationality of Ambivalence*, *The Journal of Value Inquiry* (2024) 58:1–12 <https://doi.org/10.1007/s10790-021-09859-1>, p. 2

<sup>15</sup> Cemal Zehira, et.all., *Total Quality Management Practices' Effects on Quality Performance and Innovative Performance*, *International Conference on Leadership, Technology and Innovation Management*, *Procedia - Social and Behavioral Sciences* 41 ( 2012 ) 273 – 280, p. 273

student learning achievement with indications of several aspects, namely teacher certification, subject knowledge, pedagogical knowledge, and teaching experience,<sup>16</sup> some private schools have long prepared physical and psychological conditions to realize a culture of quality in all its aspects so that changes in government policies do not affect school performance, because the position has been established.

Schools can create excellence strategies to remain in existence in the era of competition such as; teacher quality, building motivation, work habits, publishing school practices, effective feedback, transparency, solid work teams, culture of excellence,<sup>17</sup> The era of globalization transforms values in teaching, competence, global collaboration across borders rather than fighting for excellence with each other.<sup>18</sup> This step has been applied to schools that are ready to face competition between schools.

Some private schools are not ready (refuse) to face competition when the zoning system is implemented, it is realized that the schools managed have many weaknesses both in the availability of facilities and infrastructure, the quality of teaching staff, the quality of input, weak leadership management, learning innovation and poor teacher performance. The quality of education in developing countries tends to be low, Benjamin Kanga Fomba,<sup>19</sup> low participation rates with indicators of dropout rates, and high repetition rates, high illiteracy rates, low knowledge and skills, low student achievement in mathematics and foreign languages, 60% have not reached the skill threshold, poor teacher performance. In the case of Latin America, there is no consensus between governments, teacher associations, parent associations, researchers and other organizations on what the concept of quality in education means, which leads to many actions that may not have the necessary impact.

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<sup>16</sup> Sekar Purbarini Kawuryan, et.all, Teachers Quality and Educational Equality Achievements in Indonesia, *International Journal of Instruction* April 2021 • Vol.14, No.2 e-ISSN: 1308-1470 • www.e-iji.net p-ISSN: 1694-609X pp. 811-830, p. 218

<sup>17</sup> Michael Mintrom, May Cheng, Creating cultures of excellence; Strategies and outcome . *Cogent Education*, Vol.I, 2014 ., <https://doi.org/10.1080/2331186X.2014.934084>, p. 2-8

<sup>18</sup> Sasha Johnson, Education and international competitiveness, *Journal of Initial Teacher Inquiry* (2015). Volume 1, p. 23

<sup>19</sup> Benjamin Kanga Fomba, et.all., Institutional Quality and Education Quality in Developing Countries: Effects and Transmission Channels, *Journal of the Knowledge Economy* (2023) 14:86–115 <https://doi.org/10.1007/s13132-021-00869-9>, p. 87.88

Velasquez , et.all <sup>20</sup>Colombia has a strategy to address the education quality index with four elements: i) Progress, with National school exam data increasing, by comparing the average of last year with the current one with a weighting of 40%; ii) efficiency, by considering students who moved up a class last year with the current one with a weighting of 10%; iii) performance, by comparing the ranking of the school with other schools with a weighting of 40%; iv) school environment, which reviews the context in which students attend lectures with a weighting of 10%.

Indonesia as a developing country has many issues related to the quality of education, every change of ministers will result in policy reforms, one of which is the inequality of education that has never been resolved related to the quality of both public and private schools. This question has not been answered so that a contradictory attitude arises, private schools are considered unclear in direction and goals to be achieved, which has implications for the community who are still confused about entrusting their children to them. This doubt certainly has a strong argument that can guarantee the continuity of education optimally with reliable quality so that the implementation of zoning disrupts the existence of private schools, the number of students fluctuates every year.

## **2. Impact of Zoning System on Private Schools in Demak**

The results of observations and documentation from several schools found facts in the acquisition of new students with a sample of 8 private high schools, vocational schools in the zoning environment, namely Demak.

<b>Name</b>	<b>PPDB Results</b>	<b>Zoning area</b>	<b>Information</b>
Md High School	70 students	Demak City	PUBLIC HIGH SCHOOL
IC High School	50 students	Demak City	PUBLIC HIGH SCHOOL
P High School	6 students	Demak City	High School N, Vocational School N
SMK M	205 students	Demak City	SMAN, SMK N
IC Vocational High School	350 students	Demak City	PUBLIC HIGH SCHOOL
SMA AM	25 students	Demak City	High School N,

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<sup>20</sup> Javier Velasquez Rodríguez , et.all., Multidimensional indicators to measure quality in education, *International Journal of Educational Development* , vol. 89, March 2022, 102541, p.3

			Vocational School N
NS High School	65 students	Demak City	SMAN, SMA N
SMK AM	70 students	Demak City	SMAN, SMK N

7 private schools in Demak in different conditions in the 2024/2025 school year, some experienced an increase in the number of students, stagnant and decreased, diversity shows that the zoning policy implemented by the government is not as exciting as conveyed in the media, with the category not all private schools have a negative impact, because schools that are close to zoning schools (state) actually have an increase in student conditions, namely 2 vocational schools and 1 high school, while 4 private schools are in unstable conditions. To strengthen public perception of the zoning system, the author has interviewed and observed several Private School Principals;

DS,: "The school experienced a decrease in the number of students because of its proximity to the State Vocational School, approximately 200 m, the state school opened registration freely for up to 10 classes."<sup>21</sup>

Mk: "The zoning system has no effect, we are in a zone with a radius of 1 km, the target is met by 2 classes, there is a strong emotional bond from alumni, the market is clear."<sup>22</sup>

P: "Our high school is within a 1.5 km radius zone, prospective students are in the surrounding villages, after the school zoning came into effect, there was a continuous decline, there was no remainder that we could capture."<sup>23</sup>

M: "The zoning school is close to two public schools within 1 km, from the north it enters the public vocational school, from the south it will enter the senior high school and vocational school, we are really squeezed by several students from junior high schools and MTs in the western area."<sup>24</sup>

S, : "The school did not experience a decrease in students with zoning, in fact there was an increase in students in the last 2 years from 5 to 7 classes, there are high schools and vocational schools within a radius of 1-2 km".<sup>25</sup>

<sup>21</sup>Interview with the Principal of SMA P Demak, August 25, 2024

<sup>22</sup>Interview with the Principal of SMA M Demak, August 25, 2024

<sup>23</sup>Interview with the Principal of SMA IC Demak, August 26, 2024

<sup>24</sup>Interview with the Principal of SMA M Demak, August 26, 2024

<sup>25</sup>Interview with the principal of SMK IC Demak, August 25, 2024

S, : “schools are affected by zoning, the number of students decreases, the distance to the zoning school is 1.5 km radius. The zoning system is applied, the number of new students is still stable”.<sup>26</sup>

N. A: "Our school is 2 km from a public school, new students are stable, the target quota is achieved by 2 classes <sup>27</sup>. "

Sharmini, <sup>28</sup>stated when trust and confidence in this leadership trait was developed in Malaysia. Hassan, <sup>29</sup>principals as instructional leaders are actively involved in teacher development, coordination, and evaluation of teaching. multi-aspect assessment consisting of four elements: planning learning and teaching; analyzing teaching practices; assessing the impact on student learning; and expanding practices, <sup>30</sup>Principals and all school members must synergize in facing competition between private schools and public schools. Kilag, <sup>31</sup>Effective communication is very important for educational leaders to convey vision and goals effectively, motivate stakeholders, found 3 clusters of private schools against zoning policies.

- a. Private high schools that are close to zoning schools (state) are more susceptible to competition, so it is very significant when the number of students each year will experience a decline and if not handled immediately, the school will be closed immediately, because the number of students is not proportional, as found in the location, as many as 3 high schools.
- b. Vocational schools that are close to zoning schools (state) have stronger competitive resilience so that the number of students does not decrease, in fact, it was found that 3 vocational schools had students whose numbers

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<sup>26</sup>Interview with the Principal of SMK M Demak, August 27, 2024

<sup>27</sup>Interview with the Principal of SMA NS Wonosalam, August 27, 2024

<sup>28</sup> Sharminiet.all., Ethical Leadership Practices and Trust Among Public School Leaders in Malaysia *Asian Journal of University Education* (AJUE) Volume 17, Number 3, July 2021 [S.l.], v. 17, n. 3, p. 174-191, aug. 2021. ISSN 2600-9749. Available at: <<https://myjms.mohe.gov.my/index.php/AJUE/article/view/14509>>. Date accessed: 11 nov. 2024. doi: <https://doi.org/10.24191/ajue.v17i3.14509>.p.

<sup>29</sup> Roslizam Hassan, Instructional Leadership in Malaysia, *International Journal of Engineering & Technology*, DOI: 10.14419/ijet.v7i3.30.18346.p.424

<sup>30</sup> Amanda McGraw, et.all., Collaboratively Designing a National, Mandated Teaching Performance Assessment in a Multi-university Consortium: Leadership, Dispositions and Tensions , *Australian Journal of Teacher Education* , This Journal Article is posted at Research Online. <https://ro.ecu.edu.au/ajte/vol46/iss5/3>. p.41

<sup>31</sup> Kit T. Kilag, et.all., Preferred Educational Leaders: Character and Skills, *European Journal of Higher Education and Academic Advancement* Volume 1, Issue 2 | 2023, ISSN:XXXX-XXXX, <http://e-science.net/index.php/EJHEAA> , p.51

continued to rise and increase, the dominant factor being that vocational schools were currently supported by government policies such as the slogan "graduate directly" which was spread in various media.

- c. Private high schools that are close to (state) schools have some competitive resilience, this was found to be due to the *goodwill management* services factor, the school has good management of available resources, as many as 2 high schools have the advantage.

### **3. School Competition Strategy**

Stonehouse , Snowdon, <sup>32</sup>Lowest cost strategy, Differentiation strategy, Focus strategy, schools should choose a modern strategy that can help solve school problems with a special study involving various parties and in accordance with school conditions. Hui-Ling Wang , <sup>33</sup>Organizational performance management and competitive advantage. Become a choice and application with sharpening in the field of school management. Strategically mastering the market in collaboration with consumers is a magic recipe for positioning an organization in the market (a concept that, as we will see in the next section, is closely related to the view of market-based strategy. Saryanto, <sup>34</sup>motivation is a drive that comes from within a person to take action/behavior to achieve goals, Gollwitzer, Oettingen, <sup>35</sup>motivation can predict and influence the success of professional managers very accurately, especially if one considers the tendency of motives in achievement (high), power (high), motivation means the drive that arises from within a person who is able to do his best to achieve the desired goal, when motivation is low then achieving success is very difficult, on the other hand most humans can achieve success because the motivation to succeed is very strong, so that motivation can beat other potentials that exist in humans.

Harold F. O'Neil, Michael Drillings,<sup>36</sup> The army is a large organization that has the assumption that good leadership is that which is able to motivate all troops for effective combat operations, motivation is the most powerful weapon compared to

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<sup>32</sup> Stonehouse , Snowdon, Competitive Advantage Revisited Michael Porter on Strategy and Competitiveness, *Journal of Management Inquiry*, DOI: 10.1177/1056492607306333, p.259

<sup>33</sup> Hui-Ling Wang, Theories for Competitive Advantage, *University of Wollongong Research Online*, p.33

<sup>34</sup> Saryanto, dkk., Pengantar Manajemen (Teoridan Konsep) (Jawa Barat: Media Sains Indonesia, 2021), hlm. 118

<sup>35</sup> Peter M Gollwitzer and Gabriele Oettingen, *Motivation and Actions, Psychology of.* ( New York: Elsevier Ltd.2015), P.887

<sup>36</sup> Harold F. O'Neil, Michael, *Motivation: Theory and Research*, (New York: Routledge, 1994) p.6



other weapons, although the weapons owned are important for troops to fight which determines life and death, when weak motivation in entering the battlefield then what is in the member's cognition is winning so that they can return home safely, on the other hand low motivation can result in a big defeat and death on the battlefield even in vain as a result of weak motivation or no motivation.

Richard M Ryan, <sup>37</sup>through motivation theory through 5 stages: 1). Goals and self-evaluation of progress, 2). Expectations of results, 3). Values, 4). social comparison, 5). self-efficacy. Shurovi, M.et.all.<sup>38</sup> The most important thing in this stage is the goal to be achieved by the organization or individual itself and self-evaluation of various shortcomings or advantages to achieve progress in values taken from competition. Because achievement motivation refers to the motivation to achieve a certain level of excellence, self-efficacy theory may be more appropriate in studying academic motivation, his research shows that motivation becomes strong when there is sharp competition between groups or individuals to achieve victory, then winning becomes a power to defeat others. Abraham Maslow, <sup>39</sup>physiological needs are the starting point of human motivation to fulfill physical drives as primary needs which if not met can threaten the continuity of physical growth, so that when physiological needs are not met can threaten survival, so that in general the motivation that is most felt by humans is physiological needs. McClelland <sup>40</sup>Based on Lewin's theory with research on conflict, in every conflict there will be victory and defeat and every individual tries to be a winner so that motivation is the main variable that strongly drives someone to face conflict.

## **Conclusion**

1. Private high schools in Demak are generally confused when facing zoning policies, they do not yet have a clear direction and comprehensive understanding, which can provide clear opportunities for progress so that they feel the benefits, on the contrary, with zoning, many private schools lack students.

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<sup>37</sup> Richard M. Ryan, *The Oxford Handbook of Human Motivation*, ( USA: Oxford University Press, t.th.) p.18

<sup>38</sup> Shurovi, M. Et.all., Five Decades of Achievement Motivation Research in Elt: A Systematic Literature Review , *Malaysian Journal of Learning and Instruction*, 21, No. 1 (Jan) 2024, pp: 285-318, p. 292

<sup>39</sup> A. H. Maslow, *A Theory of Human Motivation*, (USA: Star Publishing LLC. 2012), p. 2

<sup>40</sup> David Clarence McClelland, *Human Motivation*, (New York: Syndicate of University of Cambridge, 1987) hlm.7

2. It is time for private high schools to prepare competition and development strategies by using expert theories such as Porter's, which can be used as a reference to face current and future competition by dominating the market widely, with the number of students continuing to increase.
3. Private school managers must have a strong motivation to progress by mobilizing all the potential and resources available at the school, leadership is the main key that is able to optimize all existing components for the progress of the school.

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