
OPTIMIZATION OF THE SELECTION SYSTEM IN THE MANAGEMENT OF ADMISSION OF EXCELLENT STUDENTS BASED ON ACADEMIC AND NON-ACADEMIC ACHIEVEMENTS IN STATE ISLAMIC HIGH SCHOOL MADRASAH

Siti Zakiah¹, Andi Warisno², Achmad Asrori³, A. Rifa'i Abun⁴

^{1,2,4}Universitas Islam An Nur Lampung; Indonesia

³Universitas Islam Negeri Raden Intan Lampung; Indonesia

Correspondence E-mail; sitizakiah1977@gmail.com

Submitted: 29/04/2026

Revised: 10/05/2026

Accepted: 03/06/2026

Published: 13/06/2026

Abstract

This study aims to develop an optimization model for the selection system in the management of outstanding student admissions based on academic and non-academic achievements in State Islamic Senior High Schools (Madrasah Aliyah Negeri) across Lampung Province, as well as to describe the current implementation of the selection system, analyze the constraints encountered, and examine optimization based on the principles of Islamic educational management. This research employs a qualitative approach with a multisite case study method conducted at Madrasah Aliyah Negeri 1 Bandar Lampung, Madrasah Aliyah Negeri 1 Metro, and Madrasah Aliyah Negeri Insan Scholar East Lampung, with data and data sources obtained from principals, teachers, educational staff, students, and supporting documents related to the research focus. With data collection techniques including in-depth interviews, observation, and documentation, while data analysis uses the interactive model of Miles and Huberman. The results indicate that the selection system has been implemented by integrating various instruments such as academic tests, report card scores, achievement portfolios, interviews, and digitalization; however, it is not yet fully optimal and standardized, with main constraints including non-uniform selection mechanisms, the absence of standardized assessment rubrics, limited committee competence, suboptimal digitalization, and low transparency. Therefore, optimizing the selection system requires strengthening the principles of justice, trustworthiness, honesty, professionalism, and public benefit in every stage of the selection process. The resulting model is an integrated selection system based on merit system, digitalization, and Islamic educational management values, with the conclusion that a standardized, objective, and value-based selection system can improve the quality of student input and enhance public trust in madrasahs.

Keywords

Academic Achievement, Islamic Educational Management, Outstanding Students, Selection System.



© 2026 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution-NonCommercial 4.0 International License (CC BY NC) license (<https://creativecommons.org/licenses/by-nc/4.0/>).

INTRODUCTION

State Islamic Senior High Schools (Madrasah Aliyah Negeri), as formal Islamic educational institutions, have a responsibility not only to develop the intellectual abilities of students but also to foster character, spirituality, and non-academic skills. However, based on the results of initial observations at State Islamic Senior High School 1 Bandar Lampung, State Islamic Senior High School 1 Metro, and State Islamic Senior High School Insan Cendekia East Lampung, it shows that the selection system in the management of superior student admissions based on academic and non-academic achievements in State Islamic Senior High Schools throughout Lampung Province is implemented through a combination of academic assessments, administration, interviews, and tracking of non-academic achievements while still prioritizing the principles of justice, objectivity, and transparency in Islamic education. The principle of justice is realized through providing equal opportunities to all prospective students without differentiating social, economic backgrounds, or school origin, while the principle of objectivity is applied through the use of measurable selection indicators and criteria such as report card grades, academic ability test results, extracurricular achievements, leadership abilities, and social skills. The principle of transparency is carried out by conveying selection information openly, starting from requirements, stages, schedules, and the announcement of selection results to the public. However, based on the results of observations at State Islamic Senior High School 1 Bandar Lampung, State Islamic Senior High School 1 Metro, and State Islamic Senior High School Insan Cendekia East Lampung, the implementation of these principles has not been fully optimal because the assessment is still more dominant on academic aspects, while non-academic assessment instruments have not been fully standardized and comprehensively integrated in the selection process for superior students.

This situation indicates variations in the implementation of the selection system in each madrasah. The criteria and mechanisms for selecting superior students based on academic and non-academic achievements in State Madrasah Aliyah throughout Lampung Province essentially reflect meritocratic values and national education goals, as the student admission process is based on the abilities, achievements, and potential of prospective students without being influenced by non-competency factors. Academic assessment is carried out through report card grades, academic ability tests, and learning outcomes, while non-academic aspects include extracurricular achievements,

leadership abilities, talents, interests, and social skills relevant to the development of students' overall potential. This mechanism is in line with the goals of national education, which emphasize not only intellectual intelligence but also the development of character, creativity, independence, and social responsibility of students. However, based on the results of observations at Madrasah Aliyah Negeri 1 Bandar Lampung, Madrasah Aliyah Negeri 1 Metro, and Madrasah Aliyah Negeri Insan Cendekia Lampung Timur, the implementation of meritocracy has not been fully optimal because the selection assessment is still predominantly oriented towards academic aspects, while non-academic indicators do not yet have standard and proportional assessment standards so that the holistic potential of students has not been fully accommodated in the selection process.

Optimizing the selection system for managing superior student admissions at State Islamic Senior High Schools (Madrasah Aliyah) throughout Lampung Province can be formulated normatively through the development of a holistic, measurable, transparent selection system based on a balance between academic and non-academic achievements. This system needs to be structured with standardized assessment standards through the integration of report card grades, academic tests, extracurricular achievements, leadership abilities, social skills, and spiritual potential and character of students in accordance with Islamic educational values and national education goals. Furthermore, optimization must also be supported by the use of information technology, collaborative involvement of teachers and education personnel, and continuous selection evaluation to ensure a more objective and accountable student admission process. To ensure equal educational opportunities, madrasahs also need to provide fair selection access for all prospective students from various social backgrounds and regions, including through proportional academic and non-academic achievement pathways. Based on the results of observations at Madrasah Aliyah Negeri 1 Bandar Lampung, Madrasah Aliyah Negeri 1 Metro, and Madrasah Aliyah Negeri Insan Cendekia East Lampung, optimization of the selection system is a strategic need because the quality of student input is greatly influenced by the effectiveness of the selection mechanism implemented by each madrasa.

A number of previous studies have examined the management of new student admissions in educational institutions, but most have not explicitly and specifically positioned the academic and non-academic achievement-based selection system as the primary variable in determining the quality of

superior students. Research by Rahmanto (2018) shows that student admission management influences the school's image, but image is positioned as an intermediary variable, and its direct relationship to the quality of student input generated through the selection system has not been explained. Furthermore, research (Jannah & Wahyudi, 2025) emphasizes the importance of transparency and communication in the new student admissions process, but has not yet examined in depth how the selection system can comprehensively identify and measure the academic and non-academic potential of prospective students (Umayatul Mufidah, 2022) concluded that the implementation of new student admissions contributes to attracting applicants, but the study still focuses on administrative and promotional aspects without explicitly outlining the achievement-based selection mechanism as the primary instrument for attracting outstanding students (Finorita & Wahyudin, 2025) found that openness of information in new student admissions influences community participation, but participation does not directly reflect the quality of student selection. Furthermore, the study (Hariyono & Maisyaroh, 2025) shows that the use of technology in PPDB increases the efficiency of the admissions process, but has not specifically assessed the effectiveness of technology in supporting selection based on academic and non-academic achievements.

Based on the five previous studies, it is clear that studies on new student admission management have focused more on aspects of institutional image, transparency, communication, administration, community participation, and the use of technology in the PPDB process. However, a fundamental research gap remains: the lack of a specific and comprehensive study that specifically and comprehensively addresses the optimization of a superior student selection system based on academic and non-academic achievements as the core of student admission management in madrasahs. Previous studies have not elaborated in depth on how the selection mechanism is designed to integrate academic and non-academic indicators in a balanced, objective, and measurable manner to produce superior student input. Furthermore, previous studies have not linked the selection system to the principles of justice, meritocracy, transparency, and the normative goals of Islamic education in the context of State Madrasah Aliyah (Islamic Senior High School). Therefore, this study has novelty in its focus, which places optimization of a selection system based on academic and non-academic achievements as the main variable in improving the quality of superior student input in State Madrasah Aliyah 1 Bandar

Lampung, State Madrasah Aliyah 1 Metro, and State Madrasah Aliyah Insan Cendekia East Lampung. Another novelty lies in the formulation of a selection model that integrates academic and non-academic aspects, Islamic educational values, the principle of meritocracy, equal educational opportunities, and the strengthening of holistic and sustainable selection management in the context of madrasah education.

From a policy and theoretical perspective, the new student admissions system is firmly grounded in national education regulations, which emphasize the principles of objectivity, transparency, accountability, and fairness. Law Number 20 of 2003 concerning the National Education System emphasizes the importance of quality education management, one of which is determined by the quality of students as educational input (Indonesia, 2003). This is reinforced by policies regarding the admission of new students, which require a fair and open selection system. From the perspective of educational management theory, the selection system is a crucial part of the planning and control function in determining the quality of educational institution input (Setiawan, 2021). Therefore, optimizing the selection system based on academic and non-academic achievements is an important strategy for continuously improving the quality of education at State Islamic Senior High Schools.

Based on the description, this study aims to produce an optimization model for the selection system in managing superior student admissions based on academic and non-academic achievements in State Islamic Senior High Schools throughout Lampung Province, so that it can serve as a reference in developing more effective Islamic education management policies and practices. Specifically, this study aims to describe the implementation of the current selection system, analyze various obstacles faced in the selection process, examine efforts to optimize the selection system based on Islamic education management principles, and formulate an ideal, comprehensive, and applicable selection system model to improve the quality of superior student admissions in State Islamic Senior High Schools. Theoretically, this study is expected to enrich the scientific treasury of Islamic education management, especially in the field of student management. Practically, the results of this study are expected to serve as a strategic reference for madrasah managers in designing and implementing a selection system that is more effective, objective, and oriented towards improving the quality of student input in a sustainable manner.

METHOD

This study uses a qualitative research type with a multisite case study approach to examine the optimization of the selection system in the management of superior student admissions based on academic and non-academic achievements at Madrasah Aliyah Negeri 1 Bandar Lampung, Madrasah Aliyah Negeri 1 Metro, and Madrasah Aliyah Negeri Insan Cendekia Lampung Timur. This approach is used to obtain a deep, holistic, and contextual understanding of the implementation of the superior student selection system in each madrasah. The research data consists of primary data and secondary data. Primary data were obtained from the madrasah principal, vice principal of madrasah for student affairs, the new student admissions committee (PPDB), teachers, students, and parents of students, while secondary data were obtained from official documents such as PPDB guidelines, standard operating procedures (SOPs), student achievement data, selection result archives, and various literature relevant to the research focus.

Data collection techniques were carried out through in-depth interviews with the Principal, Vice Principal for Student Affairs, Teachers or new student admissions committee, Students accepted through the achievement pathway, and parents of students. Observations began in December 2025 to April 2026, and documentation was used. Interviews were used to gather information regarding policies, mechanisms, and evaluation of the superior student selection system; observations were conducted to directly observe the student selection process, while documentation was used to obtain supporting data from various official madrasah documents. Data analysis was carried out continuously from data collection to drawing conclusions. Data from interviews, observations, and documentation at Madrasah Aliyah Negeri 1 Bandar Lampung, Madrasah Aliyah Negeri 1 Metro, and Madrasah Aliyah Negeri Insan Cendekia Lampung Timur were transcribed, grouped, and selected according to the research focus. The reduced data were then presented in the form of descriptive descriptions, tables, and comparison matrices between madrasahs to identify similarities, differences, and emerging patterns. Next, researchers drew conclusions based on the results of data interpretation from the three research locations. Data validity was carried out through triangulation of sources and methods, member checks with informants, and re-checking supporting documents and data to ensure the credibility of research findings.

FINDINGS AND DISCUSSION

Findings

This research is based on the realization that improving the quality of education in Islamic Senior High Schools (Madrasah Aliyah) is not only determined by the learning process, but is also greatly influenced by the quality of student input obtained through an appropriate selection system. In the context of managing superior student admissions based on academic and non-academic achievements, the selection system is a strategic stage that determines the direction of fostering achievement and the quality of graduates. Amidst demands for improving the quality of education in Lampung Province, Islamic Senior High Schools are required not only to prioritize administrative aspects in student admissions, but also to be able to implement an objective, transparent, and comprehensive selection system in recruiting prospective superior students. Therefore, this research focuses on an in-depth study of the optimization of the selection system in the management of superior student admissions as an effort to improve the quality of educational input in State Islamic Senior High Schools.

The research results are compiled based on field findings with a focus on several key aspects, namely the selection mechanism encompassing planning, implementation, and evaluation, as well as the integration of academic and non-academic achievement assessments in the selection process. Furthermore, it is analyzed how madrasas implement Islamic education management principles such as justice, trustworthiness, honesty, professionalism, and welfare in each selection stage. The data obtained indicate a strong relationship between the quality of the selection system, the effectiveness of the student admission process, and improvements in the quality of student input. The more optimal the selection system implemented, the greater the opportunity for madrasas to recruit superior and competitive students. Thus, this research produces a contextual, applicable, and sustainable selection system model as a strategy to improve the quality of education in State Madrasah Aliyah in Lampung Province.

Table 1. Optimization of the Selection System in the Management of Excellent Student Admissions Based on Academic and Non-Academic Achievements in State Islamic Senior High Schools throughout Lampung Province

No	Madrasah	System Implementation	Constraint	System Optimization	Integrated Model
1	State Islamic Senior High School 1 Bandar Lampung	The selection system is implemented through academic tests, administrative verification, and student achievement assessments. The Madrasah has implemented a combination of academic and administrative selection to admit outstanding students.	Non-academic assessment instruments are not yet standardized and have not been fully integrated into the superior student selection process.	Strengthening non-academic assessment standards, utilizing student achievement data, and improving coordination between the PPDB committee and teachers in the selection process.	The integrated selection model is developed through a combination of academic tests, character assessments, non-academic achievements, and administrative evaluations in an objective and transparent manner.
2	State Islamic Senior High School 1 Metro	The selection process involves written tests, report card assessments, and simple interviews. The focus remains predominantly on students' academic abilities.	Assessment is still more oriented towards cognitive aspects, so that students' potential talents and interests have not been optimally accommodated.	Development of a talent and interest-based selection system, improving the quality of interviews, and developing more measurable non-academic assessment indicators.	The selection model is directed at integrating students' academic abilities, talents, interests, and social skills to improve the quality of superior student input.
3	Insan Cendekia State Islamic High School of East Lampung	The selection system is implemented in a stricter and more competitive manner through academic tests, potential tests, interviews, and tracking of prospective students' academic and non-	The integration of academic and non-academic assessments still requires strengthening, especially in the aspect of continuous evaluation and the development of	Strengthening the selection evaluation system, integration of information technology, and development of holistic selection instruments based on academic and non-academic achievements.	The integrated meritocracy-based model is implemented through academic and non-academic selection, interviews, character assessments, and

academic achievements.	more comprehensive selection instruments.	continuous evaluation to produce superior students holistically.
---------------------------	--	--

Source: MAN 1 Bandar Lampung, MAN 1 Metro, and MAN Insan Cendekia East Lampung, in 2025

Implementation of the Superior Student Selection System Based on Academic and Non-Academic Achievements

The implementation of the superior student selection system at State Islamic Senior High Schools (Madrasah Aliyah) throughout Lampung Province has been ongoing, adopting various selection mechanisms aimed at recognizing academic and non-academic achievements. However, its implementation is not yet fully uniform and standardized. At State Islamic Senior High School 1 Bandar Lampung, the selection system combines report card scores, computer-based academic tests, interviews, and verification of achievement documents, although non-academic assessments still do not have proportional weight. Meanwhile, State Islamic Senior High School 1 Metro tends to emphasize administrative aspects and formal academic achievements, with limitations in accommodating non-academic achievements comprehensively. In contrast, State Islamic Senior High School Insan Cendekia East Lampung has implemented a more competitive and structured selection system through a combination of academic tests, religious tests, achievement portfolios, and interviews, although it still needs strengthening in the integration of the overall assessment system.

These variations indicate that the selection system has evolved toward a more comprehensive approach, but lacks a common operational standard across all madrasahs. This results in differences in the quality of student input received and inconsistencies in assessing student potential holistically. Furthermore, the use of technology in the selection process also varies, with some madrasahs adopting digital systems while others still use manual methods.

Table 2. Comparison of the Implementation of the Selection System in Madrasahs

No	Selection Aspects	MAN 1 Bandar Lampung	MAN 1 Metro	MAN IC East Lampung
1	Academic Test	There is (CAT)	There is	There is (CAT)
2	Report Card Grades	Used	Dominant	Used

3	Non-Academic Achievements	Limited	Minimal	Comprehensive
4	Interview	There is	Limited	There is
5	Digitalization	Part	Minimal	Optimal

Source: MAN 1 Bandar Lampung, MAN 1 Metro, and MAN Insan Cendekia East Lampung, in 2025

Based on the table, it can be explained that there are differences in the level of development of the selection system in the three madrasahs studied. Madrasah Aliyah Negeri Insan Cendekia Lampung Timur shows the most comprehensive and integrated selection system, characterized by the use of CAT-based academic tests, the utilization of report card scores, comprehensive assessment of non-academic achievements, the implementation of interviews, and optimal digitalization. Meanwhile, Madrasah Aliyah Negeri 1 Bandar Lampung is in the middle category with the implementation of CAT-based academic tests, the use of report card scores, and the use of interviews, but is still limited in the assessment of non-academic achievements and has not been fully optimized in digitalization. On the other hand, Madrasah Aliyah Negeri 1 Metro tends to have a simpler selection system, with a dominance of report card scores, limitations in interviews and non-academic assessments, and minimal use of technology. These differences indicate that the level of maturity of the selection system in each madrasah is not uniform, thus having implications for variations in the quality of the selection process and the potential input of students produced.

Obstacles in Managing the Selection of Outstanding Students

The research revealed several obstacles in implementing a superior student selection system based on academic and non-academic achievements in State Islamic Senior High Schools (Madrasah Aliyah) throughout Lampung Province. The main obstacle lies in the lack of uniformity in the selection mechanism between madrasahs, which leads to differences in standards in determining prospective students' graduation. Furthermore, the lack of a standard assessment rubric and clear weighting between academic and non-academic aspects makes the selection process less objective and potentially biased in decision-making. Another obstacle is the limited competence of the selection committee in assessing non-academic achievements, such as artistic, sports, and religious abilities. Furthermore, the use of information technology in the selection process is not optimal, so the data verification process

and the processing of selection results are still vulnerable to administrative errors. Transparency also remains a challenge, particularly in terms of providing information regarding selection results and assessment mechanisms to the public.

Table 3. Identification of Selection System Constraints

No	Main Obstacles	Main Impact
1	Non-uniform mechanisms	Selection injustice
2	Non-standard rubric	Subjective assessment
3	The committee's competence is limited	Assessment error
4	Digitalization is not yet optimal	Process inefficiencies
5	Low transparency	Declining public trust

Source: MAN 1 Bandar Lampung, MAN 1 Metro, and MAN Insan Cendekia East Lampung, in 2025

Based on the table, it can be explained that various obstacles in the selection system are interrelated and have a direct impact on the quality and credibility of the student admissions process. The heterogeneity of selection mechanisms across madrasas leads to unfairness in determining graduation rates, as the standards used vary. The absence of a standardized assessment rubric also makes assessments subjective and less measurable, particularly in assessing non-academic achievements. Furthermore, the limited competence of the selection committee has the potential to lead to errors in assessment, so that selection results do not fully reflect student potential. This situation is exacerbated by suboptimal digitalization, which makes the selection process less efficient and prone to administrative errors. Furthermore, low transparency in the selection process can undermine public trust in madrasas. Overall, these obstacles indicate the need for improvements to the system, making it more standardized, professional, and accountable.

Optimizing the Selection System Based on Islamic Education Management

The research results indicate that optimizing the selection system needs to be based on the principles of Islamic educational management, namely justice (al-'adl), trustworthiness, honesty, professionalism, and welfare. These values must be implemented throughout all stages of the selection process, from planning to evaluation. In practice, optimization can be achieved through the development of clear standard operating procedures (SOPs), the development of standardized assessment instruments, and the implementation of accountable and transparent verification

mechanisms. Furthermore, the integration of Islamic values into the selection system can also be realized through the assessment of religious aspects, such as Qur'an reading ability, memorization, and morals. This is crucial to ensure that accepted students not only excel academically but also possess strong Islamic character. Optimization also requires ongoing evaluation and capacity building of the selection committee through training and mentoring.

Table 4. Principles of Optimization Based on Islamic Education Management

No	Principle	Implementation in Selection
1	Justice	Proportional assessment weighting
2	Trust	Transparent selection process
3	Honesty	Valid data verification
4	Professionalism	Competent selection committee
5	Benefit	Selection for the common good

Source: MAN 1 Bandar Lampung, MAN 1 Metro, and MAN Insan Cendekia East Lampung, in 2025

Based on the table, the principles of Islamic educational management play a fundamental role in building a selection system that is not only technically sound but also value-rich. The principle of fairness is realized through proportional weighting of academic and non-academic aspects, so that each prospective student is assessed equally according to their potential. The principle of trustworthiness is reflected in a transparent selection process, from the announcement of criteria and through the selection stages to the final results, ensuring that the entire process is accountable to the public. The principle of honesty is implemented through valid and accurate data verification, both for achievement documents and test results, to avoid manipulation and ensure the authenticity of student achievement. Furthermore, the principle of professionalism requires a competent selection committee with adequate assessment skills and working based on clear standard operating procedures. The principle of benefit positions selection as a means to produce the best decisions for all parties, namely selecting students who excel not only academically but also possess character and potential that can be developed for the advancement of the madrasah and the wider community. Thus, the integration of these five principles makes the selection system more objective, just, and Islamically imbued.

An Ideal and Applicable Selection System Model

An integrated selection system model combines a merit system, digitalization, and Islamic education management principles as the primary approach to improving the quality of admissions for superior students. This model is systematically designed, starting from the planning stage, organizing the committee, implementing academic and non-academic selection, religious tests, document verification, interviews, and determining results through an integrated scoring system. This model also emphasizes the importance of using technology to increase the efficiency, transparency, and accuracy of the selection process. This selection model is comprehensive because it assesses not only cognitive aspects but also affective and psychomotor aspects of students. Furthermore, this model is applicable because it can be adapted to the conditions of each madrasah without compromising the basic principles of selection standards. The implementation of this model is expected to significantly improve the quality of student input, while strengthening public trust in madrasahs as superior educational institutions.

Table 5. Integrated Selection System Model

No	Selection Stages	Main Components
1	Planning	SOP, criteria, schedule
2	Implementation	Academic & non-academic tests
3	Verification	Documents & interviews
4	Evaluation	Integrated scoring
5	Determination & Evaluation	Plenary & monitoring

Source: MAN 1 Bandar Lampung, MAN 1 Metro, and MAN Insan Cendekia East Lampung, in 2025

The table illustrates that the selection system for managing superior student admissions is implemented through systematic and integrated stages. During the planning stage, the madrasah develops basic components such as standard operating procedures (SOPs), selection criteria, and an implementation schedule as a reference to ensure a focused and structured process. The implementation stage includes the main selection activities through academic and non-academic tests to comprehensively measure cognitive abilities and other potential. Next, the verification stage is carried out to ensure data validity through document review and interviews, ensuring the information used in the assessment is truly valid. During the assessment stage, all selection results are processed using an integrated scoring system to produce objective and measurable decisions. Finally, the determination

and evaluation stage is carried out through a plenary meeting to determine the final selection results, accompanied by monitoring as a form of ongoing evaluation to improve the quality of the selection system in the future.

Discussion

The implementation of the selection system in State Islamic Senior High Schools throughout Lampung Province has led to a more comprehensive system, although it has not yet been fully standardized. From a theoretical perspective, this aligns with the student management theory proposed by (Mulyasa, 2018) which states that selection is a strategic stage in determining the quality of educational input and must be implemented systematically, objectively, and in a planned manner. However, variations in selection mechanisms between madrasas indicate that implementation in the field does not fully reflect the ideal principle of standardization in educational management. This finding is supported by research (Herlina et al., 2025) which states that student admission practices in various educational institutions still show diversity in mechanisms and have not been optimally integrated between academic and non-academic aspects (Nurhakim et al., 2026) also emphasized that the integration of various selection indicators, such as academic tests, interviews, and portfolios, can improve the quality of student input, although its implementation is not yet evenly distributed. Meanwhile, research (Falaach & Rindaningsih, 2024) found that educational institutions with more structured selection systems tend to produce students with better learning readiness. Thus, this study confirms that selection processes have evolved toward a more holistic approach, but standardization is still needed to ensure more equitable selection quality.

The research results indicate various obstacles in the selection system, such as inconsistent mechanisms, non-standard assessment rubrics, limited committee competency, and suboptimal digitalization and transparency. From a theoretical perspective, these conditions can be explained through educational management theory (Gaol, 2023) which emphasizes that the success of a management system is largely determined by clear procedures, competent human resources, and an effective control system. When these components are not met, the system will not function optimally and has the potential to produce less than objective decisions. This finding aligns with research (Fitrianti, 2025) which states that unclear systems and low transparency can reduce public participation

and trust in educational institutions (Gultom et al., 2025) also shows that a selection system that does not have clear assessment standards can give rise to perceptions of subjectivity and unfairness. In addition, research (Fatah, 2026) emphasized that the minimal use of technology in the selection system has resulted in low efficiency and accuracy in the student admissions process. However, several studies have provided different findings or partially contradicted them, such as research (Samsudin, 2025) which found that variations in selection mechanisms between institutions do not always have negative impacts, but can instead be a form of adaptation to local needs and the characteristics of prospective students. Therefore, the obstacles identified in this study still demonstrate the urgency of system improvements, but it also needs to be understood contextually. The effectiveness of selection is determined not only by standardization and digitalization, but also by the quality of management and integrity of the selection implementers.

Optimizing the selection system needs to be based on the principles of Islamic educational management, such as justice, trustworthiness, honesty, professionalism, and public welfare. From a theoretical perspective, this aligns with the concept of Islamic educational management according to Arim Irsyadullah Albin Jaya et al. (2024), which emphasizes that educational management must integrate Islamic normative values with modern managerial practices. These principles serve as an ethical foundation for ensuring that every selection process is conducted fairly, transparently, and responsibly. This finding is supported by research (Ansari & Nurjaman, 2025), which states that the application of values in educational management can improve the quality of governance and public trust (Fatmawati & Pramitha, 2025). Also, a values-based system, particularly in terms of honesty and trustworthiness, has an impact on increasing the legitimacy of educational institutions in the eyes of the public. Furthermore, research (Wafi & Adawiyah, 2025) emphasizes that leadership and governance based on moral values can create a more sustainable and integrated system. However, there are also studies that offer a different perspective, such as research (Asya, 2026), which found that the application of normative values alone is insufficient to significantly improve the effectiveness of the selection system without the support of measurable technical instruments and a robust evaluation system. Therefore, optimizing the selection system should not only focus on technical aspects but also integrate Islamic values as the primary foundation for decision-making.

An integrated selection system model that combines a merit system, digitalization, and Islamic educational management principles. From a theoretical perspective, this model aligns with the theory proposed by (Nasti & Lubis, 2025) which emphasizes that selection must be based objectively on individual abilities, competencies, and achievements. The integration of digitalization into this model also strengthens the efficiency and transparency of the selection system, resulting in a more accountable process. These findings are supported by research. (Norman et al., 2024) which shows that a structured and technology-based management system can significantly improve the quality of an educational institution. (Sholeh, 2023) also emphasized that an objective and transparent selection system has an impact on increasing public trust and the reputation of the institution. In addition, the research (Khasanah & Prasetyo, 2023) stated that integrating various selection components, including academic and non-academic components, can increase the attractiveness of institutions and the quality of accepted students. Therefore, the selection model developed in this study has advantages because it is comprehensive, integrative, and applicable, and is able to address the need to improve the quality of State Islamic Senior High Schools in Lampung Province.

Overall, this study shows that the selection system for managing superior student admissions based on academic and non-academic achievements in State Islamic Senior High Schools throughout Lampung Province has developed towards a more comprehensive approach, but is not yet fully optimized and standardized. The selection process in several Islamic schools has integrated various instruments such as academic tests, report card scores, achievement portfolios, interviews, and digitalization, but still found variations in mechanisms, limited committee competency, unstandardized assessment rubrics, and low transparency and utilization of technology. Therefore, optimization of the selection system needs to be carried out by strengthening the principles of Islamic education management, which include justice, trustworthiness, honesty, professionalism, and welfare, which are implemented operationally in the form of SOPs, standardized assessment instruments, and integrated digital systems.

In terms of similarities, this research aligns with various previous studies that emphasize that the quality of the selection system significantly determines the quality of educational input and the importance of transparency, objectivity, and integration of various assessment indicators in the student

admission process. This research also strengthens the finding that the use of technology and a holistic approach can improve the effectiveness of the selection system. However, there is a fundamental difference from previous research, namely that this study does not stop at descriptive aspects or the partial influence of certain variables, but comprehensively integrates an analysis of implementation, constraints, Islamic education management values, and the formulation of an applicable selection system model within a single multisite research framework. Furthermore, this study specifically places selection based on academic and non-academic achievements as the main focus in the context of State Islamic Senior High Schools, which has rarely been studied in depth.

The contribution of this research lies in two main aspects: theoretical and practical. Theoretically, this research enriches the scientific treasury of Islamic education management by presenting a conceptual model of an integrated selection system that combines a merit system, digitalization, and Islamic values as a normative foundation. Practically, this research provides strategic recommendations in the form of a comprehensive, objective, and accountable selection model that can be used as a reference by State Islamic Senior High Schools and educational policymakers, particularly in Lampung Province, in improving the quality of student admissions. Thus, this research not only provides academic understanding but also offers concrete solutions to improve the quality of educational input through a more standardized, transparent selection system oriented towards the development of students' potential as a whole.

The limitations of this study lie in its limited scope, which focused on three State Islamic Senior High Schools (Madrasah Aliyah Negeri) as the locus of study. Therefore, generalizing the findings to all madrasas in Indonesia requires further, broader study. Furthermore, the qualitative approach employed relies heavily on in-depth data from interviews and observations, potentially exposing informants to subjectivity. This study also failed to quantitatively measure the direct impact of the selection system on student achievement after admission. The relationship between selection quality and educational outcomes has not been empirically tested in the long term.

Meanwhile, the novelty of this research lies in the integration of three main approaches: the merit system, digital selection, and Islamic education management principles into a single, comprehensive, and applicable selection model. This research not only examines the technical aspects

of selection but also incorporates the value dimension as the operational basis for each selection stage. Furthermore, the use of a multisite approach at a State Islamic Senior High School provides a more in-depth comparative overview of the variations in selection practices in the field. The resulting model also offers a synthesis of national regulations, empirical practices, and Islamic values, thus possessing the advantage of being a selection model that is not only managerially effective but also possesses moral and contextual legitimacy in the development of Islamic education.

CONCLUSION

The results of the study indicate that the selection system in the management of superior student admissions based on academic and non-academic achievements in State Islamic Senior High Schools throughout Lampung Province has been running with a tendency towards a more comprehensive system through the use of various instruments such as academic tests, report card scores, achievement portfolios, interviews, and some digitalization, but the implementation has not been fully optimal and standardized because there are still variations in mechanisms between madrasas, assessment rubrics are not yet standardized, limited committee competencies, and low transparency and use of technology; therefore, the conclusion of this study confirms that optimization of the selection system needs to be carried out comprehensively by integrating the merit system, digitalization, and the principles of Islamic education management which include justice, trustworthiness, honesty, professionalism, and welfare into each stage of the selection so as to create an objective, accountable, and just system; Based on this, this study recommends that State Islamic Senior High Schools and education policy makers, especially in Lampung Province, develop uniform standard operating procedures (SOPs) for selection, develop standard assessment instruments and rubrics for academic and non-academic aspects, improve the competence of selection committees through continuous training, optimize the use of digital systems in the entire selection process, and strengthen transparency and public accountability to increase public trust and the quality of student input on an ongoing basis.

REFERENCES

- Ansari, N. R., & Nurjaman, U. (2025). Relevansi Pengembangan Nilai-nilai Islami dalam Bidang Manajemen Pendidikan. *Al-Marsus: Jurnal Manajemen Pendidikan Islam*, 3(1), 66–78.
- Arim Irsyadullah Albin Jaya, M. P., Cepi Budiyo, M. P. I., Lesnawati, M. E., Zuliana S. Pd. I., M. P., Dr. Muhammad Ubaidillah, M. P., Hengki Nurhuda, M. P., Dr. Irwanto, S. P. T. M. P., Dr. Hasnawati, S. A. M. P., Abdul Karim, S. E. M. M., & Muwafiqus Shobri, M. P. I. (2024). *Manajemen Pendidikan Islam: Tinjau Konsep, Kurikulum, dan Sistem Informasi Sekolah*. Zahir Publishing. <https://books.google.co.id/books?id=b2qkEAAAQBAJ>
- Asya, A. F. (2026). Evaluasi Kinerja Pendidikan Islam: Perspektif Teoritis, Manajerial dan Normatif. *Jurnal Iqra: Pendidikan Islam Anak Usia Dini*, 1(1), 1–21.
- Falaach, M. F., & Rindaningsih, I. (2024). Manajemen Rekrutmen dan Seleksi Pendidik: Kajian Pustaka Untuk Peningkatan Mutu Pendidikan. *Sunan Giri: Jurnal Kajian Keislaman*, 13(2), 76–82.
- Fatah, Z. (2026). Sistem Informasi Tes dan Pendaftaran Siswa Baru Berbasis Web SMK Ibrahimy Miftahul Ulum Wongsorejo. *JSI (Jurnal Sistem Informasi) Universitas Suryadarma*, 13(1), 71–80.
- Fatmawati, E., & Pramitha, D. (2025). Transparansi dan Akuntabilitas Sebagai Pilar Good Governance dalam Manajemen Lembaga Pendidikan Islam. *As-Sunniyyah*, 5(01), 84–96.
- Finorita, E. T., & Wahyudin, U. R. (2025). Persepsi Siswa terhadap Sistem Penerimaan Peserta Didik Baru (Ppdb) Tahun 2024 di SMAN 1 Cikarang Pusat dalam Meningkatkan Mutu Lulusan. *Jurnal Tahsinia*, 6(11), 1698–1713.
- Fitrianti, L. (2025). Prinsip Akuntabilitas dan Transparansi Sebagai Fondasi Kepercayaan Publik Dalam Pembiayaan Pendidikan. *Jurnal Ilmiah Multidisipin*, 3(11), 843–847.
- Gaol, N. T. L. (2023). *Teori dan Model Manajemen Pendidikan: Sebuah Kajian Fundamental*. PT.Scifintech Andrew Wijaya. <https://books.google.co.id/books?id=3ua2EAAAQBAJ>
- Gultom, B. O. S., Sinaga, H. I., Fauji, R., Siahaan, T., & Harahap, L. M. (2025). Strategi Rekrutmen Transparan Sebagai Solusi Mengurangi Bias dan Nepotisme dalam Manajemen Sumber Daya Manusia: Kajian Literatur Sistematis. *Jurnal Organisasi dan Manajemen Indonesia*, 3(3), 239–249.
- Hariyono, E., & Maisyaroh, M. (2025). Kebijakan Penerimaan Peserta Didik Baru (PPDB) SMK Jawa Timur. *Proceedings Series of Educational Studies*.
- Herlina, L., Rizqiani, I. S., Munib, A., Rohmah, N., & Wibowo, H. S. (2025). *Manajemen Peserta Didik di Lembaga Pendidikan Islam*. Yayasan Pendidikan Hidayatun Nihayah.
- Indonesia, U.-U. R. (2003). Sistem pendidikan nasional. *Jakarta: Direktorat Pendidikan Menengah Umum*, 8.
- Jannah, I., & Wahyudi, K. (2025). Sistem Pengelolaan Penerimaan Peserta Didik Baru di SMPN 1 Galis Pamekasan. *EJORI: Educational Journal of Indonesia*, 1(1), 41–52.
- Khasanah, D., & Prasetyo, D. D. (2023). Manajemen Kesiswaan dalam Upaya Meningkatkan Prestasi Akademik dan Non Akademik Peserta Didik. *Al-Fahim: Jurnal Manajemen Pendidikan Islam*, 5(1), 155–172.
- Mulyasa, E. (2018). *Manajemen dan Kepemimpinan Kepala Sekolah*. Bumi Aksara.
- Nasti, N., & Lubis, A. H. (2025). *Manajemen sumber daya manusia: Strategi, Proses dan Transformasi dalam Organisasi Modern*. Serasi Media Teknologi.
- Norman, E., Paramansyah, A., Pahlawati, E., & Mutaqim, I. (2024). Penguatan Sistem Manajemen

- Berbasis Teknologi di Pesantren untuk Meningkatkan Kualitas Layanan Pendidikan. *Pandalungan: Jurnal Pengabdian Kepada Masyarakat*, 3(1), 176–182.
- Nurhakim, F., Chadidjah, S., & Latiefah, E. (2026). Strategi Rekrutmen Peserta Didik SMA di Kota Bandung dalam Perspektif Pendidikan Agama Islam Program Studi PAI Universitas Muhammadiyah Bandung. *At-Tarbiyah: Jurnal Penelitian dan Pendidikan Agama Islam*, 3(2), 249–258.
- Rahmanto, W. (2018). *Strategi Kepala Madrasah dalam Meningkatkan Penerimaan Peserta Didik Baru di MIN Melikan Rongkop Gunungkidul Tahun Pelajaran 2016/2017*. Universitas Islam Indonesia.
- Samsudin, M. (2025). Terobosan Strategis untuk Meningkatkan Jumlah Siswa di Lembaga Pendidikan. *Jurnal Akuntansi, Manajemen dan Ilmu Pendidikan*, 137–147.
- Setiawan, H. R. (2021). *Manajemen Peserta Didik: (Upaya Peningkatan Kualitas Lulusan (Vol. 1)* Umsu Press.
- Sholeh, M. I. (2023). Transparansi dan Akuntabilitas dalam Membangun Citra Positif melalui Manajemen Pendidikan yang Berkualitas. *Tadbiruna*, 3(1), 43–55.
- Umayatul Mufidah, U. M. (2022). *Strategi Promosi Penerimaan Peserta Didik Baru di SMK Ma'arif 9 Kebumen*. Magnum Pustaka Utama, IAINU Kebumen Press.
- Wafi, A., & Adawiyah, I. (2025). Etika Manajemen dalam Kepemimpinan Sekolah: Membangun Integritas dan Akuntabilitas di Lembaga Pendidikan. *Studia Ulumina: Jurnal Kajian Pendidikan*, 1(2), 89–95.