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Assessing Organizational Maturity in a University-Based Da'wah Technology Center: An Organizational Maturity Index Approach

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ABSTRACT

Purpose – This study evaluates the Center for Da'wah Technology Development (*Pusat Pengembangan Teknologi Dakwah/PPTD*) of the Faculty of Da'wah and Communication's organizational maturity in supporting student competency development using the Organizational Maturity Index (OMI).

Design/methodology/approach – This study uses a quantitative survey method with an OMI-based questionnaire to measure six main dimensions of organizational maturity, namely: Management Process, Leadership and Strategy, Risk Management, Resource Management, Culture and Employee Development, and Performance Measurement and Evaluation. Respondents consisted of 49 active PPTD members with varying lengths of involvement

Findings – The results show that PPTD has a relatively high average maturity level (3.9), with the highest score in the Culture and Employee Development dimension (4.2), indicating a collaborative and innovative environment. However, there is a gap between the actual conditions and the respondents' expectations in the aspects of Risk Management and Performance Measurement, with a gap value of 1.1. Respondents also expect improvements in technology, facilities, and intensive training.

Research implications – These results indicate that although PPTD has advanced in several aspects of organizational maturity, there is an urgent need to improve the performance evaluation system, ensure adequate budget allocation, strengthen risk mitigation, and allocate resources to enhance the organization's resilience and effectiveness. The implication of this study is the importance of PPTD investing in technology and strengthening its culture of innovation to achieve higher operational efficiency and organizational resilience in the face of the challenges of the digital era.

Originality/value – This study is among the first to apply the Organizational Maturity Index (OMI) to a university-based da'wah technology center within an Islamic higher education context. It extends the use of OMI beyond business organizations and highlights how organizational maturity can be developed in a resource-limited yet innovation-driven environment. The findings provide a valuable reference for similar educational and faith-based organizations.

Keywords Organizational Maturity Index, Center for Da'wah Technology Development, Assessment.

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1. Introduction

The rapid expansion of digital media has increased the need for higher education institutions to provide practical and adaptive learning environments that equip students with relevant professional competencies. In this context, the Faculty of Da'wah and Communication at UIN Sunan Kalijaga established the Center for Da'wah Technology Development (*Pusat Pengembangan Teknologi Dakwah/PPTD*) as a laboratory-based platform for student development in broadcasting and creative media. Since its establishment in 2001, PPTD has served as an important institutional space where

students acquire practical knowledge and experience relevant to their future careers in the media and communication industries.

PPTD operates through three divisions closely related to contemporary broadcasting practices, namely television (SUKA TV), radio (Radio Siaran Dakwah/RASIDA), and graphic design (Difikom). These divisions not only provide opportunities for skill development, but also contribute to students' career readiness. Previous research found that alumni involved in PPTD tended to have better access to employment in mainstream and local television stations, as well as in emerging digital content industries septiani (Septiani & Shina, 2021). In addition, PPTD has demonstrated notable achievements at local and national levels, indicating that the institution has functioned not merely as a student activity unit, but as a productive learning ecosystem that supports both competence formation and public recognition. Such accomplishments suggest that PPTD has developed a relatively strong institutional capacity and may be understood as having a promising level of organizational maturity (Yeremias et al., 2024).

At the same time, PPTD operates under a number of structural constraints. Limited budget allocation, restricted access to equipment, and rigid regulations regarding laboratory use may hinder the continuity and effectiveness of its programs. Nevertheless, these limitations have not eliminated the commitment of managers and members to innovation and achievement. The organization's ability to sustain performance despite such constraints reflects an important characteristic of organizational maturity, namely the capacity to transform weaknesses into opportunities and to maintain value creation under limited resources (Roos & Roos, 1997). This condition makes PPTD a relevant case for examining how organizational maturity develops within a university-based da'wah and media institution.

Empirical research on PPTD, however, remains limited. A previous study examined the influence of students' interest in PPTD on self-efficacy among active members and alumni and found a significant relationship between the two variables (Septiani & Shina, 2021). Although important, that study focused primarily on individual student outcomes and did not assess PPTD as an organization. As a result, there is still insufficient understanding of how far PPTD has developed institutionally across core organizational dimensions, and which areas require improvement to strengthen its long-term effectiveness.

To address this gap, the present study evaluates the organizational maturity of PPTD using the Organizational Maturity Index (OMI). OMI provides a systematic framework for assessing organizational development across key dimensions such as management processes, leadership and strategy, risk management, resource management, culture and employee development, and performance measurement and (Ren et al., 2010; Sarmiento Tito et al., 2024). By applying this framework, the study seeks to identify PPTD's current maturity level, reveal gaps between existing conditions and members' expectations, and generate evidence-based recommendations for institutional strengthening. In doing so, this research contributes not only to the development of PPTD, but also to broader discussions on organizational maturity in educational and da'wah-based institutions operating in an increasingly digital environment.

2. Method

2.1 Research Design

This study uses a quantitative, survey-based approach to evaluate the Center for Da'wah Technology Development (PPTD) 's organizational maturity using the Organizational Maturity Index (OMI) framework. The survey method is considered appropriate in this study because it allows data collection from a large population in a relatively short time and provides quantitative data that can be statistically analyzed to identify specific patterns (Creswell, 2014). This approach allows researchers to obtain comprehensive information regarding the perceptions of organization members on the OMI dimensions measured in this study.

2.2 Population and Sample

The population of this study comprised individuals who had direct organizational experience in PPTD, including active members and alumni from the SUKA TV, Radio Siaran Dakwah (RASIDA), and DIFIKOM divisions. These groups were considered relevant because the Organizational Maturity Index (OMI) used in this study focuses primarily on internal organizational dimensions, namely management processes, leadership and strategy, risk management, resource management, culture and employee development, and performance measurement and evaluation. Therefore, the assessment mainly required responses from participants who were directly involved in or had substantial prior experience with the organization's internal processes and practices.

The total population consisted of 93 eligible respondents. To determine the sample size, this study used the Slovin formula (Ismail, 2018), with a margin of error of 10%:

$$n = \frac{N}{1 + Ne^2}$$

with n = sample size, N = population size, and e = margin of error (taken as $e = 10\%$), the sample size was obtained

$$n = \frac{93}{1 + 93(0,1)^2} = 48,2 \approx 49.$$

The respondents included active members and alumni who had adequate familiarity with PPTD's organizational processes, either through current participation or prior involvement. Their inclusion was considered important to obtain informed assessments of the organization's maturity. While the study did not involve broader external stakeholders such as industry partners, this was methodologically consistent with the internal orientation of OMI-based organizational maturity assessment, which emphasizes the evaluation of internal structures, managerial practices, and organizational capabilities.

2.3 Research Instrument

The main instrument in this study is a questionnaire developed based on indicators in the OMI framework. This questionnaire was specifically designed to measure six main dimensions of organizational maturity, namely: (1) Management Process, (2) Leadership and Strategy, (3) Risk Management, (4) Resource Management, (5) Culture and Employee Development, and (6) Performance Measurement and Evaluation. Each dimension consists of several statements that measure the respondents' level of agreement with the conditions at PPTD, using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The use of a 5-point Likert scale helps measure perceptions and opinions more precisely, which is essential in perception-based research such as this (Sekaran & Bougie, 2016).

2.4 Validity and Reliability of the Instrument

The questionnaire's validity in this study was assessed using content validity. The OMI instrument used in this study has been widely applied in various organizations and sectors to date. This shows that the instrument is valid in reflecting the relevant measurement dimensions (Hair et al., 2018). Furthermore, the instrument's reliability was assessed using Cronbach's alpha to measure the internal consistency of each questionnaire dimension. The Cronbach's Alpha value for the OMI instrument in this study was 0.86, which is large than 0.7, indicating reliability and sufficient consistency in measuring the intended construct (Nunnally & Bernstein, 1994).

2.5 Data Collection Procedure

Data were collected by distributing questionnaires to eligible active members and alumni of PPTD. Each respondent was informed of the study's purpose and assured that their data would remain confidential. Participation was voluntary, and respondents completed the questionnaire based on their perceptions and experiences of PPTD's organizational practices.

2.6 Data Analysis

The questionnaire data were analyzed using a quantitative descriptive approach to determine the average organizational maturity score for each OMI dimension. The use of descriptive analysis in this context helped simplify the data, enabling further interpretation and analysis to understand the PPTD organization's level of maturity (Creswell, 2014).

1. Average OMI Dimension Score. The average score across several indicators measures each dimension in OMI, each adjusted to the questionnaire statements. The average score for each dimension is used to determine the level of organizational maturity in certain aspects. Based on organizational maturity theory, a high average score for each dimension indicates greater maturity in that dimension (Ren et al., 2010).
2. Gap Analysis between Maturity Levels and Respondents' Expectations. In addition to analyzing average maturity scores, this study also identified gaps between respondents' perceptions of current conditions and their expectations for each dimension of organizational maturity. Respondents' expectations were calculated from the average expectation scores measured at the end of the questionnaire. This gap analysis was conducted to identify areas for improvement within the organization to achieve a higher level of maturity (Sekaran & Bougie, 2016).
3. Inferential Statistical Test. To support the results of the descriptive analysis, this study also used inferential statistical tests to identify the relationship between the length of membership and respondents' Perceptions of organizational maturity. This statistical test allows researchers to evaluate whether there are significant differences in respondents' perceptions based on their length of membership in PPTD, which is an essential factor in understanding the dynamics of perceptions between groups (Hair et al., 2018).

2.7 Research Ethics

This study was conducted in accordance with the principles of social research ethics, including respect for participants' privacy and the right not to provide personal or sensitive information. Before completing the questionnaire, respondents were given a consent form outlining the purpose, benefits, and procedures of the research, as well as assurances regarding the confidentiality of the data they provided. No incentives or coercion were offered, and respondents were free to withdraw from the study at any time without consequences.

2.8 Methodological Implications

The methodological approach in this study has several important implications. First, by using OMI as a framework, this study provides a systematic assessment of organizational maturity in PPTD. Second, gap analysis enables PPTD to identify areas for improvement, which is essential for continuous improvement efforts. Third, the use of quantitative methods provides data that can be measured and compared systematically, enabling organizations to benchmark or compare results with similar studies in the future.

3. Results and Discussion

3.1 Overview of Respondents

This study involved 49 respondents from the Center for Da'wah Technology Development (PPTD), representing three organizational divisions: SUKA TV, Radio Siaran Dakwah (RASIDA), and DIFIKOM. Of the total respondents, 40 were from SUKA TV, six from RASIDA, and three from DIFIKOM. In terms of organizational experience, the respondents were predominantly individuals with substantial involvement in PPTD, as 44 had participated for more than two years and only five had been active for one to two years. This composition is methodologically important because it indicates that the responses were largely provided by participants who were familiar with the organization's routines, culture, and managerial processes. Their relatively long period of engagement strengthens the credibility of the assessment, particularly because organizational maturity is best

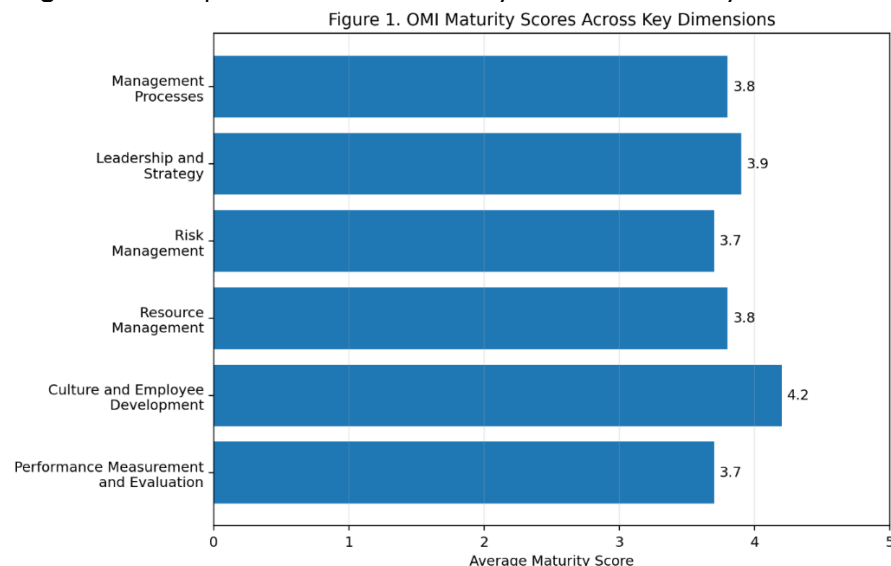
evaluated by individuals who have directly experienced the internal dynamics of the institution over time.

The respondent profile also provides an important interpretive context for reading the results. Since most respondents had significant organizational experience, their assessments likely reflect not only momentary impressions but also accumulated perceptions regarding how PPTD functions across operational, strategic, and developmental dimensions. This matters because maturity assessment is not merely about whether an organization performs certain activities, but whether those activities are carried out consistently, strategically, and in ways that support sustainability. In that sense, the respondent composition suggests that the data are grounded in organizational familiarity rather than superficial observation. At the same time, the dominance of respondents from SUKA TV should be acknowledged as part of the empirical context, as it may indicate that perceptions are more strongly shaped by experiences from the division with the largest membership and operational visibility. Even so, because the study aims to capture the broader organizational profile of PPTD, the data remain valuable as a reflection of the institution's current maturity condition.

3.2 Organizational Maturity Profile Across Key Dimensions

This study measured organizational maturity across six dimensions: management processes, leadership and strategy, risk management, resource management, culture and employee development, and performance measurement and evaluation (Yudatama & Sarno, 2015). As shown in Figure 1, PPTD achieved an overall average organizational maturity score of 3.9, indicating a relatively high level of maturity. This overall score suggests that the organization has moved beyond a basic or purely ad hoc stage of development and has already established a number of internal mechanisms that support continuity, coordination, and member development. However, the results also make clear that organizational maturity is not evenly distributed across dimensions. PPTD appears stronger in dimensions that depend on social interaction, member commitment, and collective culture, while it is somewhat weaker in dimensions that require more formalized systems of monitoring, evaluation, and risk control.

Figure 1. Comparison of OMI maturity scores across key dimensions



This uneven distribution is analytically important. A mean score of 3.9 may seem to indicate that the organization is generally strong, yet a closer reading shows that this average conceals differences in the depth and stability of organizational development. In other words, PPTD does not exhibit the same level of maturity in all domains. Such a pattern is common in organizations that have developed organically through member initiative and leadership support but have not yet fully translated those strengths into formal systems. Therefore, the overall maturity score should be interpreted as a promising but incomplete achievement. PPTD has already developed many important organizational capacities, but it has not yet fully consolidated them into a comprehensive and evenly institutionalized governance model.

3.3 Dimension Analysis

3.3.1 Management Process

The Management Process dimension obtained an average score of 3.8. Respondents reported that work procedures are relatively well documented, coordination between divisions is generally adequate, and periodic evaluations are conducted to assess the effectiveness of activities. In addition, mechanisms to handle problems during activities were perceived as present, although not yet fully optimized. These findings suggest that PPTD has moved beyond a purely informal mode of operation. There is already a procedural basis for managing activities, which is an important sign of organizational maturity because it reflects efforts to routinize work and reduce dependence on spontaneous decision-making.

At the same time, the score also indicates that management processes are not yet fully standardized. A maturity score of 3.8 suggests relative adequacy, not complete institutionalization. This means that procedures may exist but are not always implemented uniformly across activities or divisions. In practice, such a condition can produce operational inconsistency, especially in an organization whose work depends on coordination among media-oriented units with different technical and creative demands. This interpretation resonates with (Kilis, 2015), who argues that stronger and clearer Standard Operating Procedures (SOPs) are necessary to ensure procedural consistency, reduce ambiguity, and improve organizational efficiency. Thus, while PPTD's management process is already functional, it still requires greater formalization if it aims to achieve a higher level of maturity.

3.3.2 Leadership and Strategy

The Leadership and Strategy dimension scored 3.9, making it one of the stronger aspects of PPTD's maturity profile. Respondents perceived that the organization has a reasonably clear vision and mission, that division leaders provide support to members, and that the organizational climate encourages innovation and creativity. These findings suggest that leadership within PPTD plays an enabling role in shaping organizational direction and motivating participation. Rather than being limited to administrative oversight, leadership appears to function as a source of encouragement, coordination, and strategic continuity. This is particularly important in a student-centered institution, where leadership effectiveness often depends on the ability to mobilize members through shared purpose rather than hierarchical control alone.

The relatively high score in this dimension is also consistent with the organization's observed achievements and continuity despite structural limitations. Strong leadership can partially compensate for resource constraints by fostering commitment, building confidence, and encouraging creative adaptation. This interpretation is supported by (Jismin et al., 2022), who emphasize that supportive leadership and organizational culture play a central role in improving institutional performance. In PPTD's case, leadership seems to operate as a stabilizing force that links member motivation with organizational goals. However, the score of 3.9 also implies that leadership and strategy are still open to improvement, especially in relation to long-term planning, strategic alignment with technological change, and more systematic articulation of priorities across divisions. Thus, this dimension is a strength, but not yet a fully optimized one.

3.3.3 Risk Management

The Risk Management dimension received an average score of 3.7, one of the lowest among the six dimensions. Respondents indicated that procedures for identifying and managing risks already exist to some extent, and that preventive measures are sometimes taken before activities begin. Nevertheless, the lower scores in risk mitigation and structured problem-solving suggest that the organization has not yet fully institutionalized proactive risk governance. This means that PPTD may be able to respond to operational difficulties when they arise, but it is less prepared to anticipate, document, and systematically reduce risk before problems occur.

This result is significant because risk management is a crucial component of organizational resilience. In a university-based da'wah technology center, operational risks may include equipment failure, scheduling disruptions, inadequate technical support, communication breakdowns, and inconsistent access to facilities. If these risks are handled only informally or reactively, the organization may remain vulnerable even when member commitment is high. This interpretation aligns with (Astari & Achjari, 2018), who show that inadequate risk management can reduce institutional preparedness, and with (Susilo & Prowanta, 2024), who argue that stronger risk identification and mitigation are associated with higher organizational maturity. In the case of PPTD, the relatively low score in this dimension indicates that organizational energy and commitment have not yet been matched by a sufficiently strong system of preparedness.

3.3.4 Resource Management

The Resource Management dimension also recorded an average score of 3.8. Respondents considered resource allocation to be fairly efficient, and they viewed training opportunities as generally adequate. However, they also indicated that equipment and technological support remain insufficient in several respects. This suggests that PPTD has already developed some capacity to utilize available resources effectively, but continues to face structural limitations in terms of infrastructure and technological readiness. Such a result is unsurprising given the context described elsewhere in the manuscript, where budget limitations and restricted access to facilities have been identified as persistent organizational constraints.

From an analytical standpoint, this dimension reveals a distinction between managerial adaptability and resource sufficiency. PPTD seems able to do much with limited means, which is itself a sign of organizational potential. However, resourcefulness should not be confused with adequacy. An organization may function efficiently under constrained conditions and still remain under-resourced in ways that affect long-term quality and sustainability. This is particularly important in media and broadcasting environments, where technological infrastructure is not peripheral but central to operational performance. In this sense, the score of 3.8 suggests that PPTD's resource management is competent, but still constrained by external and material limitations that must be addressed if the organization is to advance toward higher maturity.

3.3.5 Culture and Employee Development

The Culture and Employee Development dimension achieved the highest average score, 4.2, indicating that this is PPTD's strongest area of organizational maturity. Respondents perceived the organization as having a strong culture of collaboration, a supportive environment for self-development, an orientation toward innovation, and relatively open communication among members. This finding is particularly important because it suggests that PPTD's institutional vitality is rooted in its social and developmental environment. Rather than relying solely on formal structure, the organization appears to derive much of its strength from member interaction, shared commitment, and learning-oriented participation.

This dimension helps explain how PPTD has been able to sustain performance despite structural limitations. A strong culture can enable coordination even when procedures are imperfect, and it can maintain motivation even when resources are limited. The result is consistent with (Jismin et al., 2022), who highlight the importance of organizational culture in strengthening institutional performance. In PPTD, culture and employee development appear to function not only as supportive conditions but also as strategic assets. However, this strength should not be romanticized. A strong culture can sustain performance, but unless it is connected to formal systems of evaluation, planning, and risk governance, it may remain vulnerable to leadership turnover, changing member composition, and increased organizational complexity. Thus, this dimension is both a major strength and a reminder that cultural capital should be institutionalized more systematically.

3.3.6 Performance Measurement and Evaluation

The Performance Measurement and Evaluation dimension also received an average score of 3.7, placing it alongside risk management as one of the lowest-scoring dimensions. Respondents acknowledged that performance evaluations are conducted periodically and that evaluation results are sometimes used to improve programs. However, the relatively lower scores for reward mechanisms and feedback transparency indicate that PPTD has not yet developed a fully robust system for assessing performance, providing constructive follow-up, and ensuring accountability.

This finding is important because performance evaluation is one of the main mechanisms through which organizations convert experience into learning. Without clear indicators, systematic feedback, and visible consequences for performance quality, organizational learning remains partial and inconsistent. Setyaningrum et al. (2022) argue that performance evaluation is essential not only for accountability but also for sustaining institutional improvement. In PPTD’s case, the relatively low score suggests that evaluative practices may still be more informal or situational than systematic. This does not mean that improvement does not occur, but rather that the mechanisms for measuring and driving that improvement are not yet fully institutionalized. As a result, organizational progress may depend more on interpersonal feedback and initiative than on clear performance systems.

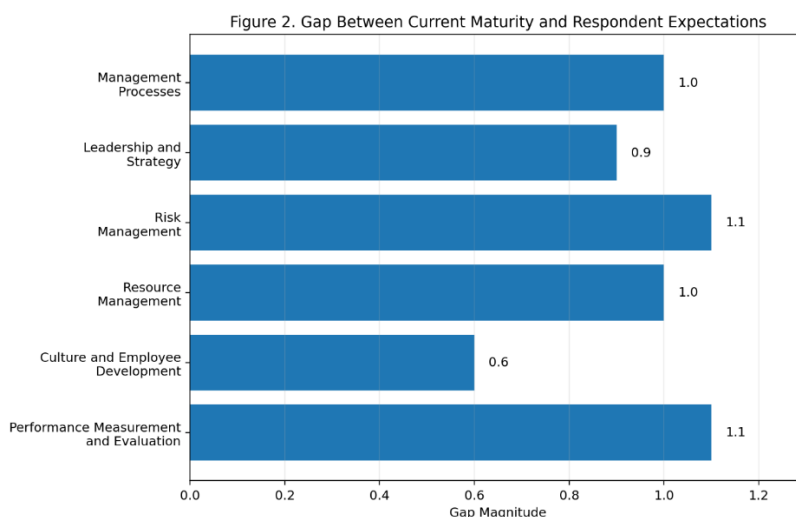
3.3.7 Gap Analysis and Priority Areas for Improvement

Although the overall maturity score was relatively high, respondents’ expectations were even higher, with an average expectation score of 4.8. As shown in Table 1 and Figure 2, the largest gaps were found in Risk Management and Performance Measurement and Evaluation, both with a gap of 1.1. These were followed by Management Process and Resource Management (1.0), Leadership and Strategy (0.9), and Culture and Employee Development (0.6).

Table 1. Gap magnitude between current maturity and respondent expectations by dimension

Dimension	Magnitude of Gap
Management Process	1
Leadership and Strategy	0.9
Risk Management	1.1
Resource Management	1
Culture and Employee Development	0.6
Performance Measurement and Evaluation	1.1

Figure 2. Gap analysis of current maturity scores and respondent expectations across dimensions



This gap pattern is especially valuable because it shows that the organization's current strengths do not eliminate the need for further institutional development. Even dimensions with relatively good scores still fall short of respondent expectations. However, the largest discrepancies occur precisely in the dimensions most closely associated with organizational stability and accountability. The low gap in culture and employee development suggests that this dimension is already relatively close to the desired condition, while the larger gaps in risk management and evaluation indicate that these are the areas where organizational expectations remain most unmet

3.3.8 Comparison with Similar Studies and Critical Interpretation

The uneven maturity pattern found in PPTD is consistent with broader organizational maturity literature. Yeremias et al. (2024) show that maturity often develops unevenly across dimensions, especially in institutions adapting to technological and organizational change. Similarly, Johansson & Eriksson (2024) argue that sustainable maturity depends not only on cooperation and shared purpose, but also on structured systems of preparedness, evaluation, and response. Compared with these studies, PPTD appears to have developed a strong cultural and strategic base, but still lacks full institutionalization in procedural and evaluative dimensions.

A more critical interpretation, therefore, is that PPTD's relatively high overall maturity may be partly compensatory. That is, the organization's achievements may be sustained by high member commitment, adaptive leadership, and collaborative culture, even when formal systems are not yet fully mature. This is a meaningful strength, but also a potential vulnerability. Organizations that rely heavily on informal dedication can remain effective for a time, yet they may struggle to maintain consistency when complexity increases or when key individuals leave. In this sense, PPTD appears to be at an important transitional point: it has already built a strong social foundation, but it must now convert that foundation into formal systems if it aims to achieve more resilient and sustainable maturity.

3.3.9 Practical Implications

The findings suggest several priorities for institutional strengthening. First, PPTD needs to improve risk management through more formal mechanisms for identifying, documenting, and mitigating operational risks (Susilo & Prowanta, 2024). Second, it needs a more transparent and structured performance evaluation system, including clearer indicators, better feedback, and stronger recognition mechanisms (Setyaningrum et al., 2022). Third, PPTD should continue strengthening management processes through clearer SOPs and stronger inter-division coordination (Kilis, 2015). Fourth, greater investment in technology, facilities, and training is necessary if the organization's collaborative culture is to be matched by adequate operational capacity (Jange et al., 2024; Wirawan, 2022).

3.3.10 Concluding Interpretation

Overall, the results demonstrate that PPTD has achieved a promising level of organizational maturity, especially in culture, employee development, and leadership. At the same time, the findings show that maturity remains multidimensional and uneven. PPTD is strongest where organizational life depends on collaboration, member development, and supportive leadership, but it is less mature where effectiveness depends on formal systems of risk governance, procedural standardization, and evaluative accountability. The key challenge for PPTD, therefore, is not simply to preserve its current strengths, but to institutionalize them more fully. If the organization can translate its cultural and developmental assets into stronger systems, clearer procedures, and more resilient managerial practices, it will be better positioned to advance toward a higher and more sustainable level of organizational maturity.

4. Conclusion

This study evaluates the Center for Da'wah Technology Development (PPTD) 's organizational maturity using *the Organizational Maturity Index (OMI)*, which covers six main dimensions: Management Processes, Leadership and Strategy, Risk Management, Resource Management, Culture and Employee Development, and Measurement and Performance Evaluation. The results show that PPTD has achieved an adequate level of organizational maturity with an overall score of 3.9, reflecting significant progress in operational management and student development support. The Culture and Employee Development dimension received the highest score, indicating a work environment conducive to collaboration and innovation.

However, there is a significant gap between the actual conditions and respondents' expectations, particularly in Risk Management and Performance Measurement, indicating priority areas for improvement. Respondents also expect improvements in facilities, training, and the implementation of technology to increase the effectiveness of da'wah. The implication of these findings is the need for PPTD to adopt a more systematic approach to risk management and performance evaluation, as well as to strengthen investment in technological infrastructure and intensive training.

This study enriches the literature on organizational maturity in the education and da'wah sectors, particularly in the application of OMI as an evaluation and continuous-improvement tool. Further development can focus on longitudinal studies to assess the impact of OMI implementation on long-term outcomes in PPTD, and on expanding the application of this model to other da'wah organizations to develop general guidelines for managing organizational maturity.

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