

Capability Level Information Technology Governance with COBIT 5 Framework in the EDM04, APO01, and APO07 Processes at PT Future Mediatrix Group

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Publication History

Manuscript Reference No: IJIRAE/RS/Vol.10/Issue01/JAAE10080

Research Article | Open Access | Double-blind Peer-reviewed

Article ID: IJIRAE/RS/Vol.10/Issue01/JAAE10080

Received Date: 08, January 2023 | Accepted Date: 19, January 2023 | Available Online: 31, January 2023

Volume 2023 | Article ID IAAE10080 <https://www.ijirae.com/volumes/Vol10/iss-01/01/JAAE10080.pdf>

Article Citation: Fajar, Anggarda, Ivan, Maghrisya (2022). Capability Level Information Technology Governance with COBIT 5 Framework in the EDM04, APO01, and APO07 Processes at PT Future Mediatrix Group, International Journal of Innovative Research in Advanced Engineering, Volume 10, Issue 01 of 2023 pages 01-09

<https://doi.org/10.26562/ijirae.2023.v1001.01>

BibTeX `fajar2023capability`

Academic Editor-Chief: Dr. A. Arul Lawrence Selvakumar, AM Publications, India

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Abstract: PT Future Mediatrix Group is a company that does business in the field of information technology that provides social media services, digital activation, digital marketing, and website creation. The interviews show that the current obstacles are the lack of resource optimization, management of the IT management framework, and human resource management at PT Future Mediatrix Group. Considering the crucial function of information technology, a governance evaluation is needed to determine the capabilities possessed by information technology. In this study, the framework used was the COBIT 5 framework with the Assessment Process Activities stage. The domains used in this study are EDM04 (Ensure Resource Optimization), APO01 (Manage the IT Management Framework), and APO07 (Manage Human Resources) obtained from problem mapping. This study's results obtained the capability level in each domain. In the EDM04 (Ensure Resource Optimization) domain for the current condition, a capability value of 1.94 is obtained, which can be interpreted as being at capability level 2. In the APO01 (Manage the IT Management Framework) domain, a capability value of 2.45 is obtained for the current condition, which can be interpreted as being at capability level 2. In the APO07 (Manage Human Resource) domain for the current condition, a capability value of 2.27 is obtained, which can be interpreted as being at capability level 2. Therefore, PT Future Mediatrix Group is recommended to maximize resources and IT management framework.

Keywords: COBIT 5, EDM04 (Ensure Resource Optimization), APO01 (Manage the IT Management Framework), APO07 (Manage Human Resource), Information Technology Governance, Assessment Process Activities.

I. INTRODUCTION

At this time, information technology is essential for companies to meet their needs and support the achievement of their strategic plan. Providing competitive advantage, increasing effectiveness and time, and reducing expenses is a crucial information technology role in today's business area trade, likewise with PT Future Mediatrix Group, which already attaches importance to information technology in daily activities. Considering the critical function and role of information technology, information technology governance is needed to evaluate information technology as a whole in the company. This evaluation is mandatory considering the importance of information technology's role in a company's performance. It aims to increase the optimal profit obtained from information technology projects and can manage risks related to information technology. In daily operations, the implementation of employee roles and responsibilities has been stated in the documented job description. Based on field observations, there are complaints from employees stating that the existing workload is not balanced with existing resources. It can lead to a lack of performance produced in daily activity.

In addition, PT Future Mediatrix Group has IT resource assets that support the company's daily operational activities. However, there are obstacles to using new information technology due to the late procurement of SOPs on how to use the technology. Therefore, it can lead to more extended adaptation to the use of new technology by employees. Another obstacle is the need for optimal human resources management in PT Future Mediatrix Group. Human resources are the main factor of the company's performance system. However, according to interviews conducted at PT Future Mediatrix Group, the management of frameworks and resources hinders the information technology governance process. Because of the problems that have been explained, it is necessary to evaluate information technology governance using the COBIT framework following the urgency of PT Future Mediatrix Group, which has problems that do not focus on one aspect only. In addition, COBIT has various advantages that other frameworks do not, so researchers chose COBIT as the framework for this study. The COBIT version that will be used is COBIT 5 because, compared to the previous version, the processes in COBIT 5 are more holistic and complete and cover end-to-end business and IT activities. With the background previously described, we take the title "Capability Level Information Technology Governance with COBIT 5 Framework in the EDM04, APO01, and APO07 Processes at PT Future Mediatrix Group".

II. STUDY LITERATURE

A. Information Technology Governance

Information technology is part of a company that engages stakeholders to ensure the continuation of organizational strategy and information technology. The purpose of information technology governance is to control its use to ensure that IT performance meets and complies with the following objectives:

1. Aligning information technology with organizational strategy and realizing the promised benefits of implementing IT.
2. The use of information technology allows organizations to seize existing opportunities and maximize the use of IT in maximizing the benefits of implementing IT.
3. Responsible for the use of IT resources
4. Management of existing risks related to information technology appropriately.

B. COBIT 5

COBIT 5 is a framework or guide for governance and management of information technology and all related, starting with meeting stakeholders' needs for information and technology. COBIT 5 provides a comprehensive framework that assists companies in achieving their goals for enterprise IT governance and management. Simply put, it helps companies create optimal value from IT by maintaining a balance between realizing benefits and optimizing risk and resource use. COBIT 5 enables IT to be organized and managed holistically for the entire enterprise by taking whole end-to-end business and IT functional areas of responsibility, given the interests relating to IT internal and external stakeholders. Control Objectives for Information and Related Technology (COBIT) can be described as a control tool for information and related technologies and is a standard for information technology developed by the Information System Audit and Control Association (ISACA). COBIT defines internal control as a policy, procedure, practice, and organizational structure designed to provide reasonable confidence that organizational goals can be achieved and undesirable things can be prevented, detected, and corrected.

C. RACI Chart

COBIT provides a RACI Chart which is a matrix of all activities or authorities in decision-making carried out in an organization towards all persons or roles for each process.

- 1) Responsible: Responsible indicates what is assigned directly to a worker (or group of people).
- 2) Accountable: Accountable people within RACI delegate and review the work involved in a project. Their job is to ensure the person or team responsible is aware of project expectations and gets the job done on time.
- 3) Consulted: Consulted parties in the RACI matrix must be able to provide input and feedback on the work done in a project.
- 4) Informed: Informed people need to be included in the project's progress rather than being a place for consultation or burdened with the details of each task.

D. Capability Level Measurement Using Likert Scale

The book [1] entitled "Implementation of IT Governance" explains the results of the questionnaire calculation that is recapitulated to represent the percentage and Capability level. Then it can be explained by the assessment formula as follows:

1. Calculating the Recapitulation of Questionnaire Answers

$$C = H/JR \times 100\%$$

Information:

- C: Capability level (in the form of a percentage on each answer choice of 0,1,2,3,4 or 5 in each activity).
- H: The number of Capability level questionnaire answers on each level 0, 1, 2, 3, 4, or 5 answer choices in each activity.
- JR: Number of Respondents/Interviewees

2. Calculating Value and Capability Level

Information:

$$NK = \frac{(LP \times Nk0) + (LP \times Nk1) + (LP \times Nk2) + (LP \times Nk3) + (LP \times Nk4) + (LP \times Nk5)}{100}$$

- NK: The value of maturity in IT processes
- LP: Level percentage (percentage level in each Capability level questionnaire answer distribution)
- Nk: Maturity values listed on the answer mapping table, values and maturity levels

III. METHODOLOGY

A. Data Collection Techniques

In this study, the data collection techniques used were:

1. Operationalization of the Conceptual Framework

The following are the data collection methods described in the Operationalization Table used in IT governance evaluation research.

Operationalization of The Conceptual Framework			
Domain COBIT	Method Data Collection	Source Getting the Data	Proof
Evaluate, Direct, Monitor			
EDM04 – Ensure Resource Optimization	<ul style="list-style-type: none"> • Interview • Document Analysis 	<ul style="list-style-type: none"> • Respond to interview questions • Document Strategic 	Verifying strategic documents through interviews and strategic document checks
Align, Plan, and Organize			
APO01 – Manage the IT Management Framework	<ul style="list-style-type: none"> • Interview • Document Analysis 	<ul style="list-style-type: none"> • Respond to interview questions • SOP and Key Performance Indicator 	Verifying through interviews and examination of documents relating to the company, such as SOPs, Reports, and Key Performance Indicator
APO04 – Manage Innovation	<ul style="list-style-type: none"> • Interview • Document Analysis 	<ul style="list-style-type: none"> • Respond to interview questions • Improvement 	Verifying through interviews and examination of documents that relating to the company, such as documents Improvement

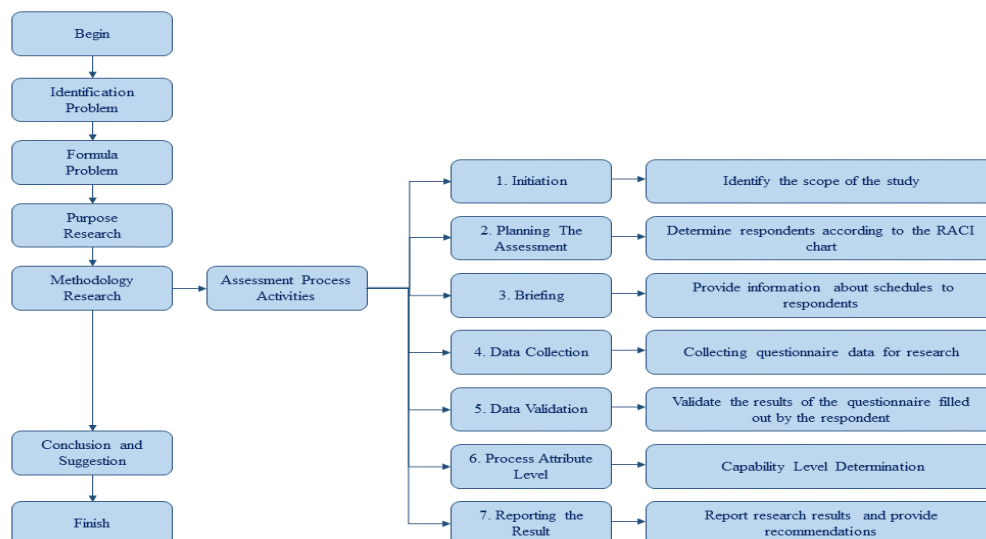
2. Interview

An interview is a discussion between two or more people with a specific purpose. With interviews, researchers can obtain many data that is useful to their researchers. This study conducted interviews directly to get information from speakers, namely the Chief Executive Officer, Head of Project Manager, Account Executive, and Project Manager.

3. Document Analysis

Document analysis is the following method used in this study. Documents are analyzed to support information collected through interviews and clarify capability level.

B. Data Analysis Methods



• Initiation

At this stage, information identification is carried out directly by PT Future Mediatrix Group, which aims to understand the actual conditions and collection of primary data, such as an organization overview. In addition to primary data, supporting data is also collected to assist in assigning domains in COBIT 5 for evaluation.

• Planning the Assessment

At this stage, the researcher plans to determine the respondents who will be involved in measuring the capability level.

• Briefing

At this stage, the researcher provides an explanation of the evaluation research to the respondents of PT Future Mediatrix Group so that they can understand the inputs, processes, and outputs in the organizational unit and the process to be assessed, the documents needed, the schedule and results of the interview recapitulation that the respondents have answered to the reporting stage of the results of the evaluation of information technology governance.

- **Data Collection**

At this stage, researchers identify the output needs for each process that will be carried out at PT Future Mediatrix Group according to COBIT 5 to prove the fulfillment of the capability level that has been achieved in the predetermined domain process so that the scope of the process is assessed based on objective evidence.

- **Data Validation**

At this stage, the researcher validates the findings of the documents shown by the respondents following the RACI Chart of the established domain process by ensuring that the documentation submitted by the respondents is accurate and sufficient data covering the scope of the assessment.

- **Process Attribute Level**

At this stage, the researcher recapitulates all existing processes in the established domain process and checks the Generic Work Product (GWP) gradually on the domain process that has determined whether the process has met the requirements for documentation that must be met at each level.

- **Reporting the Result**

At this stage, the researcher will report the results of the evaluation of information technology governance in the form of findings, activities of each process, and gaps that aim to provide recommendations proposed by researchers to correct existing deficiencies based on research results following the COBIT 5 framework.

IV. RESULT AND DISCUSSION

A. Initiation

At this stage, the domain determination contained in COBIT 5 will be carried out, which will then be evaluated at PT Future Mediatrix Group. Based on the interview results, PT Future Mediatrix Group's mission is to continue providing value to customers in achieving their goals through information and communication technology. So, PT Future Mediatrix Group is currently focusing on technological capabilities to help customers achieve their goals. So the stakeholder needs for PT Future Mediatrix Group to use are "How to derive value from the use of IT? Are users satisfied with the quality of IT services?" and "How best to exploit new technologies for new strategy opportunities?". In order to answer these two questions, enterprise goals were chosen, namely "skilled and motivated people," which means skilled and motivated people, as shown below.

After determining stakeholder needs, the next step to determine the domain is setting enterprise goals. One IT-related goal is in accordance with the mapping of skilled and motivated people, namely: Competent and motivated business and IT personnel. After selecting IT-related goals, the next step is to choose the domain that matches the mapping on IT-related goals COBIT 5. From the mapping results above, it can be seen that IT-related goals Competent and motivated business and IT personnel produce three excellent COBIT processes, namely EDM04 Ensure Resource Optimization, APO01 Manage the IT Framework, and APO07 Manage Human Resources.

B. Planning the Assessment

At the planning, the assessment stage, a list of respondents for the evaluation will be explained following COBIT 5. In determining the results of respondents, the reference used is the organizational structure in PT Future Mediatrix Group which will be adjusted to the RACI chart owned by COBIT 5. In the RACI chart, only those with a responsible role will be used as evaluation respondents. It is because the role of responsibility is a person who is responsible for obtaining tasks and performing these tasks and also ensuring that activities or operational activities run successfully.

C. Briefing

At the briefing stage, it will be explained about the evaluation process that will be carried out at PT Future Mediatrix Group. The explanation is about the COBIT 5 process used for evaluation, namely EDM04 (Ensure Resource Optimization), APO01 (Manage the IT Framework), and APO07 (Manage Human Resources). In addition, it will be explained the schedule for filling out the questionnaire to respondents involved in the evaluation process and how to fill out the questionnaire. After filling out the questionnaire, the next stage is a recapitulation of data collection to obtain the results of the process attribute level, whose final results will be reported the results.

D. Data Collection

At the data collection stage, the output needs for each process in the selected COBIT 5 will be identified, namely EDM04 (Ensure Resource Optimization), APO01 (Manage the IT Framework), and APO07 (Manage Human Resources). This output serves as evidence of evaluation assessment in the process of being assessed.

E. Data Validation

At the data validation stage, an assessment evaluation calculation is carried out to determine the capability level owned by PT Future Mediatrix Group. The calculation of the questionnaire this time uses the Likert Scale method and participating respondents according to the RACI chart contained in COBIT 5.

- **EDM04 Questionnaire Answer Recapitulation Results**

	As Is		To Be	
	Capability Level	Percentage of Answers	Capability Level	Percentage of Answers
EDM04.01	I	33.48%	4	37.8%
EDM04.02	I	29.7%	4	42.68%
EDM04.03	I	29.7%	4	48.6%

• Results of the Recapitulation of APO01 Questionnaire Answers

	As Is		To Be	
	Capability Level	Percentage of Answers	Capability Level	Percentage of Answers
APO01.01	2	30%	4	36%
APO01.02	3	30.3%	4	47.4%
APO01.03	3	28.4%	4	32.9%
APO01.04	2	29.3%	4	38.7%
APO01.05	1	25.3%	4	38.7%
APO01.06	2	30%	4	44%
APO01.07	3	31.2%	4	44.8%
APO01.08	3	27.2%	5	35.2%

• Results of APO07 Questionnaire Answer Recapitulation

	As Is		To Be	
	Capability Level	Percentage of Answers	Capability Level	Percentage of Answers
APO0 7.01	2	30.82%	5	31.66%
APO0 7.02	1	26.05%	4	40.63%
APO0 7.03	2	27.97%	4	36.91%
APO0 7.0 4	2	29.15%	4	45.33%
APO0 7.0 5	2	36.45%	5	41.65%
APO0 7.0 6	2	30.21%	4	41.66%

F. Process Attribute Level

At the process attribute level stage, a level will be given to each domain that has been selected. Process attribute level aims to show the results of the value and capability level of the questionnaire that the respondents have filled out.

• Determination of EDM04 Value and Capability Level

No.	Sub Process	Capability Value		Capability Level	
		As is	To be	As is	To be
1.	EDM04.01	2.21	3.66	2	4
2.	EDM04.02	1.60	3.86	2	4
3.	EDM04.03	2.03	3.83	2	4
	Average	1.94	3.78	2	4

• Determination of Value and Capability Level APO01

No.	Sub Process	Capability Value		Capability Level	
		As is	To be	As is	To be
1.	APO01.01	2.40	3.99	2	4
2.	APO01.02	2.32	3.92	2	4
3.	APO01.03	2.46	3.79	2	4
4.	APO01.04	2.53	4.04	3	4
5.	APO01.05	2.48	3.90	2	4
6.	APO01.06	2.41	3.94	2	4
7.	APO01.07	2.50	3.91	3	4
8.	APO01.08	2.51	3.93	3	4
	Average	2.45	3.93	2	4

• Determination of Value and Capability Level APO07

No.	Sub Process	Capability Value		Capability Level	
		As is	To be	As is	To be
1.	APO07.01	2.42	3.82	2	4
2.	APO07.02	2.23	3.84	2	4
3.	APO07.03	2.23	3.86	2	4
4.	APO07.04	2.33	4.03	2	4
5.	APO07.05	2.11	4.11	2	4
6.	APO07.06	2.28	3.97	2	4
	Average	2.27	3.94	2	4

G. Reporting the Result

At this stage, the researcher will report the results of the evaluation of information technology governance in the form of findings, activities of each process, and gaps that aim to provide recommendations proposed by researchers to correct existing deficiencies based on research results following the COBIT 5 framework.

• EDM04 Findings, Gaps, and Recommendations

EDM04.01 – Evaluating Resource Management Level 2 Capability Value = 2.21		
Findings	Gap	Recommendations
Some guiding principles for resource allocation are contained in the SOP for resource management at PT Future Mediatrix Group.	PT Future Mediatrix Group owns incomplete SOP guidelines because no financial SOPs regulate the procedures for using and managing finances.	PT Future Mediatrix Group is recommended to complete its SOPs by making financial SOPs that are useful to be a source of company referrals in budgeting procedures finance.
EDM04.02 – Directing Resource Management Level 2 Capability Value = 2.20		
Findings	Gap	Recommendations
There is communication regarding implementing a resource management strategy at PT Future Mediatrix Group..	Communication regarding implementing resource management strategies has yet to be documented verbally to each employee.	PT Future Mediatrix Group is recommended to make documentation regarding the communication of resource management strategies so that strategies can be stored and well documented.
EDM04.03 – Monitoring Resource Management Level 2 Capability Value = 2.03		
Findings	Gap	Recommendations
There is already documentation regarding the cause of the deviation and taking corrective action to address the underlying cause at PT Future Mediatrix Group.	Not all causes of irregularities and remedial actions are documented. PT Future Mediatrix Group documents only significant incidents.	PT Future Mediatrix Group is recommended to document all causes of irregularities, be they major or minor incidents, and corrective actions to correct them at PT Future Mediatrix Group.

• APO01 Findings, Gaps, and Recommendations

APO01.01 – Establishing the Organizational Structure Level 1 Capability Value = 2.40		
Findings	Gap	Recommendations
There are basic rules of communication that regulate the flow of communication between employees at PT Future Mediatrix Group.	The lack of optimal communication between employees has led to different understandings between employ at PT Future Mediatrix Group.	PT Future Mediatrix Group is recommended to optimize communication and coordination so that there is no missed communication in daily implementation.
APO01.02 – Shaping Roles and Responsibilities Level 2 Capability Value = 2.32		
Findings	Gap	Recommendations
The yellow book still explains the code of ethics in general, but it has yet to be linked to explaining the roles and responsibilities owned by employees	The yellow book still explains the code of ethics in general, but it has yet to be linked to explaining the roles and responsibilities owned by employees	The yellow book still explains the code of ethics in general, but it has yet to be linked to explaining the roles and responsibilities owned by employees
APO01.03 – Maintaining a Management System Enabler Level 2 Capability Value = 2.46		
Findings	Gap	Recommendations
It uses governance standards that apply to PT Future Mediatrix Group.	An assessment has yet to be done to obtain information tech., Certification officially. In addition, the governance evaluation has yet to be carried out regularly, and the company also needs to have national governance standards, so national/ international governance standards cannot be harmonized.	PT Future Mediatrix Group is recommended to make a schedule for official corporate governance evaluation at least once a year to find out the development of the company and uses national governance standards so that there is an alignment between the standards national and international governance.
APO01.04 – Communicating Management Goals and Directions Level 1 Capability Value = 2.53		
Findings	Gap	Recommendations
There is continuous communication of IT goals and directions at PT Future Mediatrix Group.	There needs to be documented communication of IT goals and directions at PT Future Mediatrix Group. Communication of IT goals and directions is still oral to each official.	PT Future Mediatrix Group is recommended to create documentation on the communication of information technology objectives and directions.

APO01.05 – Optimizing IT Function Placement Level 2 Capability Value = 2.48		
Findings	Gap	Recommendations
There are guidelines governing the placement of information technology functions in PT Future Mediatrix Group.	It has not been interrupted by the placement of IT functions with the planned guidelines because, in its implementation, the placement of information technology functions is still based on needs, not on the IT placement guide plan at PT Future Mediatrix Group.	PT Future Mediatrix Group is recommended to align the placement of information technology functions with the placement guide plan that has been made so that the company's development can sprint.
APO01.06 – Determining Information (data) and System Ownership Level 2 Capability Value = 2.41		
Findings	Gap	Recommendations
The existence of a procedure for the integrity and consistency of all information stored in electronic forms, such as databases, data warehouses, and data archives.	All checks must be periodic to ensure the integrity and consistency of all information stored in electronic forms such as databases, data warehouses, and data archives.	PT Future Mediatrix Group is recommended to conduct regular checks to ensure the integrity and consistency of all information stored in electronic forms such as databases, data warehouses, and data archives to avoid some factors such as human error.
APO01.07 – Managing Continuous Process Improvement Level 2 Capability Value = 2.51		
Findings	Gap	Recommendations
There is a termination of obsolete and deprecated processes and components at PT Future Mediatrix Group.	Quality management practices have yet to be implemented to update the PT Future Mediatrix Group process.	PT Future Mediatrix Group is recommended to implement sustainable quality management practices on a scheduled basis to update obsolete processes at PT Future Mediatrix Group.
APO01.08 – Maintaining Compliance with Policies and Procedures Level 2 Capability Value = 2.51		
Findings	Gap	Recommendations
There are policies and procedures to regulate employees at PT Future Mediatrix Group.	There is no inspection and tracking of employee compliance with policies and procedures made at PT Future Mediatrix Group.	There are policies and procedures to regulate employees at PT Future Mediatrix Group.

• **APO07 Findings, Gaps, and Recommendations**

APO0 7.01 – Retaining Adequate and Appropriate Staff Level 2 Capability Value = 2.42		
Findings	Gap	Recommendations
Staff needs are evaluated following the strategic planner project at PT Future Mediatrix Group.	There is no standardization of employee criteria.	Standardize the existing employee criteria, and provide training on the needs of each employee of PT Future Mediatrix Group.
APO0 7.02 – IdentifyKey IT Personnel Level 2 Capability Value = 2.23		
Findings	Gap	Recommendations
There is a plan to reserve staff if there is a shortage of employees at PT Future Mediatrix Group.	The staff reserves at PT Future Mediatrix Group have yet to be implemented. Example: When an employee is on leave or resigns, they do not have a replacement staff to urgency.	Carry out a staff backup plan so that the company still has replacement staff if employees are on leave or resign.
APO0 7.03 – Maintaining Personnel Skills and Competencies Level 2 Capability Value = 2.23		
Findings	Gap	Recommendations
There is a plan to develop employee leadership at PT Future Mediatrix Group.	The training or skill development provided by the company to employees needs to be more specific for some parts. Example: All parts get training related to digital marketing, while for the IT Development section, it is not right	Standardize training or skill development according to the needs of human resources in PT Future Mediatrix Group.
APO0 7.04 – Employee Work Performance Evaluation Level 2 Capability Value = 2.33		
Findings	Gap	Recommendations
PT Future Mediatrix Group has an evaluation of employee performance.	Lack of full company provisions. Example: Many employees are still late, even though there are already sanctions in the form of fines.	Follow up on employees who commit violations by providing a warning letter if the employee has committed more than 3x violations.

APO0 7.05 – Planning and Tracking IT and Business Human Resource Usage Level 1 Capability Value = 2.11		
Findings	Gap	Recommendations
Resource shortage analysis	Lack of human resources at PT Future Mediatrix Group Example: One developer works on multiple projects at a time.	Follow up on resource shortages at PT Future Mediatrix Group.
APO0 7.06 – Managing Staff Contracts Level 2 Capability Value = 2.28		
Findings	Gap	Recommendations
Existence of a contract agreement at PT Future Mediatrix Group	There are still some policies that still need to be listed in the contract agreement. Examples: Fines given for employee delays, the work system of which is not described in detail.	Complete the contract agreement so that the company and employees do not feel aggrieved and equally have the same legal force that has been written.

V. CONCLUSION

Based on the analysis described in the previous chapter related to the evaluation of information technology governance at PT Future Mediatrix Group, the following conclusions were obtained:

- In the EDM04 (Ensure Resource Optimization) domain, a capability value of 1.94 for the as-is (current) state was obtained. This can be interpreted in the EDM04 (Ensure Resource Optimization) domain at capability level 2, which means that, in general, the process has been managed regularly, including planning and monitoring activities. Meanwhile, for the state to be (which is expected), a capability value of 3.78 was obtained. It can be interpreted in the EDM04 (Ensure Resource Optimization) domain PT Future Mediatrix Group expects to achieve capability value 4, which means that the processes that have been implemented are expected to achieve results as previously targeted. Between capability level 2 and capability level 4, the gap value is 1.84. It means that PT Future Mediatrix Group must meet the requirements of process capability indicators at level 2 that have not been met. Such as updating company architecture documents at least once a year, adding detailed explanations in key performance indicators about the minimum performance targets each employee must achieve, and making financial SOPs.
- In the APO01 (Manage the IT Management Framework) domain, a capability value of 2.45 was obtained for the as-is (current) state. It can be interpreted in the APO01 (Manage the IT Management Framework) domain at capability level 2, which means that, in general, the process has been managed regularly, including planning and monitoring activities. Meanwhile, for the state to be (which is expected), a capability value of 3.93 was obtained. It can be interpreted in the APO01 (Manage the IT Management Framework) domain PT Future Mediatrix Group expects to achieve capability value 4, which means that the processes that have been implemented are expected to achieve results as previously targeted. Between capability level 2 and capability level 4, the gap value is 1.48. It means that PT Future Mediatrix Group must meet the requirements of process capability indicators at level 2 that have not been met. Such as creating documentation on the communication of information technology goals and directions, establishing an information technology strategy committee, and optimizing communication and coordination.
- In the APO07 (Manage Human Resources) domain, a capability value of 2.27 was obtained for the as-is (current) state. It can be interpreted in the domain APO07 (Manage Human Resources) at capability level 2, which means that, generally, the process has been managed regularly, including planning and monitoring activities. Meanwhile, for the state to be (which is expected), a capability value of 3.94 was obtained. It can be interpreted in the APO07 (Manage Human Resources) domain that PT Future Mediatrix Group expects to achieve capability value 4, which means that the processes that have been implemented are expected to achieve results according to what has previously been targeted. Between capability level 2 and capability level 4, the gap value is 1.67. It means that PT Future Mediatrix Group must meet the requirements of process capability indicators at level 2 that have not been met. Such as executing staff backup plans, standardizing training or skill development as needed, and following up on resource shortages.

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