



IMPLEMENTATION OF THE KUA REVITALIZATION PROGRAM IN THE SOUTHEAST PONTIANAK DISTRICT RELIGIOUS AFFAIRS OFFICE

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ABSTRACT

This research is entitled "Implementation of the KUA Revitalization Program at the Office of Religious Affairs in Southeast Pontianak District". This study aims to analyze the Factors Influencing the Implementation of the Sub-District KUA Revitalization Program at the Southeast Pontianak District Religious Affairs Office. The KUA Revitalization Program is an implementation of the Decree of the Minister of Religion Number 758 of 2021 concerning Revitalization of the District Religious Affairs Office. Revitalization of the sub-district KUA aims to improve religious services to the community and improve the quality of life for religious people. However, in reality the Revitalization of the Sub-district KUA at the Southeast Pontianak Sub-District KUA is not yet in accordance with the Decree of the Minister of Religion Number 758 of 2021 concerning Revitalization of the District Religious Affairs Office, so the author tries to analyze the factors that influence the implementation of the KUA Revitalization using George Edward III's theory. According to George Edward III, the factors that influence implementation consist of four variables, namely, communication, resources, disposition and bureaucratic structure. The author examined the KUA of Southeast Pontianak District using descriptive research with a qualitative approach. The recommendation from this research is that the Southeast Pontianak Subdistrict KUA must follow the technical guidelines for the revitalization of the Subdistrict KUA that have been established by the Ministry of Religion.

ABSTRACT

Penelitian ini berjudul "Implementasi Program Revitalisasi KUA Pada Kantor Urusan Agama Kecamatan Pontianak Tenggara". Penelitian ini bertujuan untuk menganalisis Faktor-Faktor Yang Mempengaruhi Implementasi Program Revitalisasi KUA Kecamatan Pada Kantor Urusan Agama Kecamatan Pontianak Tenggara. Program Revitalisasi KUA merupakan implementasi dari Keputusan Menteri Agama Nomor 758 Tahun 2021 tentang Revitalisasi Kantor Urusan Agama Kecamatan. Revitalisasi KUA Kecamatan bertujuan untuk meningkatkan layanan keagamaan kepada masyarakat dan meningkatkan kualitas kehidupan umat beragama. Namun dalam kenyataannya Revitalisasi KUA Kecamatan pada KUA Kecamatan Pontianak Tenggara belum sesuai dengan Keputusan Menteri Agama Nomor 758 Tahun 2021 tentang Revitalisasi Kantor Urusan Agama Kecamatan sehingga penulis mencoba menganalisis faktor-faktor yang mempengaruhi implementasi Revitalisasi KUA ini dengan menggunakan teori George Edward III. Faktor-faktor yang mempengaruhi implementasi menurut George Edward III terdiri dari empat variabel yaitu, komunikasi, sumberdaya, disposisi dan struktur birokrasi. Penulis meneliti KUA Kecamatan Pontianak Tenggara menggunakan penelitian deskriptif dengan pendekatan kualitatif. Rekomendasi dari penelitian ini adalah KUA Kecamatan Pontianak Tenggara harus mengikuti petunjuk teknis revitalisasi KUA Kecamatan yang telah ditetapkan oleh Kementerian Agama.

INTRODUCTION

Public services basically involve very broad aspects of life. In state life, the government has the function of providing various public services needed by the community, starting from services in the form of regulations or other services in order to meet community needs in the fields of education, health, utilities, and others. The government has a role to carry out service functions (Akbal, 2016; Nova Elsyra, Syah Amin Albadri, 2020). The service itself is provided at various institutions or institutions such as the Office of Religious Affairs (KUA) which provides services in the field of religious affairs.

Improving services to the community is one of the main tasks of the Office of Religious Affairs. The existence of the KUA has a long history, even since the Sultanate era, with different terms. KUA officers at that time represented figures who fulfilled the religious needs and needs of the community. They are the scholars'. During the Japanese era, a national figure, KH Hasyim Asy'ari, was appointed as *sumubhu* or *penghulu*, which means *Imaduddin*. Of course, the role of the KUA at that time was not only to take care of marriage registration, but had a broad role (Hadi, M. D. S., Widodo, P., & Putro, 2020; Muhammad, 2016).

The formal institutionalization of the KUA is a recognition of the existence of an institution that is already operating in society. Unfortunately, as the administrative system and population order strengthened, there was a decline in function. Finally, KUA focuses more on administrative services. The most dominant KUA service is the marriage registration service. Other services, such as *waqf*, do not receive adequate space. In fact, the *ex officio* head of the KUA is PPAIW, who produced the *waqf* pledge deed document as a legal document for the issuance of *waqf* certificates by BPN. In reality, there are quite a few problems with *waqf* land either being lost or prone to lawsuits. These kinds of functions, through a revitalization program, need to be revived optimally.

Improving service standards that have not been optimal at the Southeast Pontianak District KUA can be seen in the fact that many people still complain about the services at the Religious Affairs Office, especially regarding the processing of marriage registration. Likewise, with the Religious Affairs Office, especially in the KUA Southeast Pontianak District, many people still feel that the services provided are not satisfactory or are still below service standards. Service Description : Marriage Guidance 185, Wedding Implementation Consultation 72, Consultation on household problems 13, Islamic Law Consultation 30, Waqf Consultation 20, Mosque/Surau Management Consultation 16, Islamic Religious Information Consultation 53, Zakat Consultation, Hajj 23, Consultation for Converts to Islam 13, Sirri Wedding Consultation 8, Marriage Isbat Consultation 18, Marriage Consultation for minors 2, Guardianship Consultation in marriage 40, Halal Product Consultation 2 (Abdullah, 2016; Arifin & Yuniarsih, 2021; Syaharuddin & Ibrahim, 2017).

Number of Southeast Pontianak District KUA services that can be transformed into digital services and strengthen data integration. The digital transformation of services and strengthening data integration in the KUA of Southeast Pontianak District is quite good with the existence of an IT-based marriage administration service known as SIMKAH (Marriage Information and Management System), in administering *waqfs* with SIWAK (Waqf Information System), SIMAS (Mosque Information System), and the newest is SIMBI (Islamic Guidance Information System) and other required applications. However, the large number of applications is not balanced by an increase in the quality of human resources (Alputra Sudirman Irma Tri Annisya Tombora et al., 2022).

Improving the Quality of Human Resources in Southeast Pontianak District KUA is still low. KUA services which some community members feel are still not up to expectations can be influenced by various factors, such as human resources, budget, infrastructure. The wide scope of work and complexity of the problems faced by the KUA is indeed a latent problem for the government, such as the lack of availability of qualified human resources and inadequate infrastructure. KUA Southeast Pontianak District has human resources consisting of 3 Penghulu, 2 Civil Servant Instructors, 3 Civil Servant Executors, and 2 Pramubakti/Honor Pramubakti.

With this continuous effort, the stereotypes that have long been attached to KUA will be reduced or even disappeared. This is certainly a challenge for all Ministry of Religion officials, especially the KUA, to be able to answer public demands. One of the most fundamental things is how to ensure that the public knows and is interested in seeing the various strategic policies of the Ministry of Religion which is starting to use information technology to improve public services better.

From the problems mentioned above, it can be seen that these problems are caused by a lack of services provided by the Southeast Pontianak District Religious Affairs Office in services, especially services in marriage registration, there are still complaints from the public or prospective brides and grooms regarding the service process provided by the Southeast Pontianak District Religious Affairs Office. slow. In order to improve community religious services and improve the quality of life of religious communities, the Ministry of Religion issued Minister of Religion Decree Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices.

Public policy is an important component in the pace of development of a country, as a response and intervention to public problems and as a government effort to manage life together (Fauzi & Sri Rahayu, 2019; Sujianto, 2021). Several policy experts expressed their opinions regarding the definition of public policy. Charles O. Jones as quoted by Budi Winarno (2014:19) (Zulkarnaen et al., 2023) said that the term policy (policy term) is used in everyday practice but is used to replace different activities or decisions. This term is often used interchangeably with goals, programs, decisions, standards, proposals, and grand designs. Thomas R. Dye quoted by Riant Nugroho (2012: 120) defines public policy as everything the government does and doesn't do, why they do it and the results that make a life together look different. Robert Eyestone said wisdom government is the relationship of a government institution to its environment (Nafiah, 2020).

Every public policy that is made must have a purpose for which the policy was formed. Based on its type, public policy has various objectives. Riant Nugroho (2012: 138-141) stated the objectives of forming public policies, including absorbing resources, distributing resources, regulating, freeing, mobilizing resources, braking dynamics that are too fast, strengthening the state, and strengthening markets.

Van Meter and Van Horn (Akbal, 2016; Kurniawan & Rohendi, 2021) emphasize that successful implementation often requires institutional mechanisms and procedures. Along with this, the implementation of sub-district KUA revitalization policies usually proceeds linearly starting from public policy, implementers, and public policy performance. Meanwhile, the variables that influence public policy are: first, implementation activities and communication between organizations, which means hoping for an open organizational system between implementing agencies so that the revitalization of the District KUA runs effectively. With openness between organizations, the program can be socialized to competent parties.

implementing the program, secondly, the characteristics of the implementing agent, meaning that the ethical patterns used by government officials in carrying out the implementation of the Subdistrict KUA revitalization policy need to be scrutinized, thirdly, economic, social and political conditions, meaning that with the implementation of the Subdistrict KUA revitalization policy, the economy is not there are costs incurred in the service process and socially the community is satisfied with the services provided, fourth, the attitude (disposition) of the executor/implementor.

Then Gaffar (1998:69) stated the stages of policy implementation as follows: (1) further implementation of the policy, whether implementation instructions and technical instructions are needed, (2) how funds are provided, meaning that in the District KUA revitalization program it comes from the APBN, (3) facilities and infrastructure provided, related to Facilities and Infrastructure for the Revitalization of the District KUA should be available. (4) who is responsible for the activities in the sense that this implementation stage can "give birth" to a number of activities, which ultimately get the expected results.

To analyze the issue of factors influencing the revitalization of the District KUA in the Southeast Pontianak District Religious Affairs Office, this research uses the theory of George Edward III (Adams, 2016) suggesting that there are four variables (factors) that greatly influence the effectiveness of policy implementation, namely:

- a. Communication means that communication is one of the variables that determines the effectiveness of policy implementation. Communication is a means of disseminating information, both from the top down and from the bottom up. To avoid distortion of information conveyed by superiors to subordinates, there needs to be timeliness in conveying information, the information conveyed must be clear and requires accuracy and consistency in conveying information.
- b. Resources in policy implementation play an important role, because policy implementation is not effective if the resources needed are not adequate or relevant, what is meant is human resources (1) staff who are relatively sufficient in number and have expertise and skills to implement policies, (2) adequate or relevant information for implementation purposes, (3) support from the environment to make policy implementation successful, (4) authority possessed by implementors to implement public policy programs.
- c. The most important disposition or attitude in this case is the supportive attitude of the implementers towards policy implementation. This means that implementors are willing to take initiatives in order to implement policies, in fact it really depends on the extent of authority they have.
- d. Bureaucratic structure means that basically a policy often involves several institutions or organizations in the implementation process, so that there is a need for effective coordination between the institutions or organizations involved. Such a bureaucratic structure really requires coordination. Without effective coordination, it is impossible to hope that the implementation of computer-based national examination policies can run well and effectively.

METHODS

The type of research used by the author is exploratory research with a qualitative approach. Exploratory research is research that wants to explore something new, which is not

widely known by the public, so it wants to be studied in more depth, usually involving contemporary or current phenomena. The aim is to compile initial theories that have not yet been established so that they can be used for further research. Usually after becoming very familiar with the data, facts, and initial information, these phenomena can become more of a concern. This exploration can also become the basis for further research. This research was conducted using written and limited data sources, so the truth must be looked at more deeply. Exploratory research is needed to look for important factors that cause difficulties. With this exploratory research, the author can look for factors that influence the implementation of the District KUA revitalization policy program at the Southeast Pontianak District Religious Affairs Office.

The data analysis used is a descriptive analytical method, namely describing the data collected in the form of words, images and not numbers. Data originating from manuscripts, interviews, field notes, documents, and so on, is then described so that it can provide clarity on the facts or reality. Data analysis in qualitative research is carried out before entering the field, while in the field and after finishing in the field. In this case, Nasution (in Sugiono, 2008: 335-336) states: "Analysis begins when formulating and explaining the problem, before going into the field and continues until the writing of the research results. Data analysis becomes a guideline for further research until, if possible, a grounded theory. However, in qualitative research, data analysis is more focused during the process in the field along with data collection. In fact, data analysis in qualitative research is an ongoing activity that occurs throughout the investigative process rather than after the process. In reality, qualitative data analysis takes place during the data collection process rather than after data collection is complete."

Miles and Huberman's version of data analysis shows that there are three activity streams, namely data reduction, data presentation, and drawing conclusions or verification (Creswell, 2014; Tohardi, 2020)

RESULTS AND DISCUSSIONS

Communication of the KUA Revitalization Program at KUA Southeast Pontianak District

According to the Head of the Southeast Pontianak District KUA, there are still weaknesses in the communication of the District KUA revitalization program, because there could be miscommunication in the delivery made by staff, leaders and extension workers if the information about the revitalization of the District KUA is still not understood. Implementation will be effective if the policy measures and objectives are understood by the individuals responsible for achieving the policy objectives. Clarity of policy measures and objectives thus needs to be communicated appropriately with implementers. Consistency or uniformity of basic measures and objectives needs to be communicated so that implementers know the exact size and objectives of the policy. Communication in organizations is a very complex and complicated process. Besides that, different sources of information will also give rise to different interpretations.

For implementation to be effective, those responsible for implementing a decision must know whether they can do it. In fact, policy implementation must be accepted by all implementers and must clearly and accurately understand the aims and objectives of the policy. If policy implementers are confused about what they are going to do and if they force it, they will

not get optimal results. Insufficient communication to implementers seriously affects policy implementation.

The communication dimension in implementing the KUA revitalization program is determined by several elements contained in communication, such as message delivery, message content, media used, and target recipients of the message, as well as changes as a result of communication. Regarding the dimensions of communication that occur in KUA Southeast Pontianak District, it can be described as follows:

Transmission on the implementation of Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of Subdistrict Religious Affairs Offices began with the Director General of Islamic Community Guidance which was then socialized through the Regional Offices of each Province, then the Head of the Pontianak City Ministry of Religion Office forwarded it to the KUA of Southeast Pontianak District and ultimately the community who get Southeast Pontianak District KUA services. Transmission of information related to KUA Revitalization takes the form of conveying or sending information which can be seen from the KUA notice board in Southeast Pontianak District or can access the website <https://kuapnktenggara.com/> regarding the services available at KUA.

The Head of the Southeast Pontianak District KUA, conducted an evaluation of the effectiveness of the meeting as a policy transmission that had not been carried out by Mr. Masri. So the policy message that has been conveyed is still unclear. Understandings regarding the revitalization of KUA are still different from each other. As a result, the communication and policy transmission process regarding KUA revitalization in KUA Southeast Pontianak District has not gone well.

The lack of technical information regarding the implementation of KUA revitalization at the sub-district level causes ambiguity and speculation which can disrupt effective communication between stakeholders involved in the KUA revitalization process. When information is presented in a limited or unclear manner, the likelihood of misunderstandings increases. Any changes that occur in the revitalization process, including changes to the organizational structure or system changes, must be explained in detail to all parties involved to avoid misunderstandings that could affect communication (Gunardi, 2020).

When the revitalization process does not meet the expectations or needs of the parties involved, communication problems can arise. For example, if there are changes to policies or procedures that are not communicated clearly to KUA employees, this can cause confusion and dissatisfaction among employees. KUA revitalization may involve changes in work culture, duties or employee responsibilities. If there is no effective communication and participation from employees in the revitalization of the District KUA, resistance to change may arise. Effective communication is needed to ensure that all Southeast Pontianak District KUA employees understand the revitalization of the District KUA.

KUA revitalization can also involve external stakeholders, such as the community or religious organizations. Their lack of involvement and participation in the planning and decision-making process can lead to dissatisfaction and communication problems. The process of conveying information on Minister of Religion Decree Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices will be biased when conveyed to the public. Information regarding the revitalization of the District KUA will differ in understanding from the public because the implementers of the KUA revitalization policy do not agree. It is hoped that

the policy regarding the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices can be transformed appropriately.

It can be seen that the clarity of information regarding the implementation of Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices is not yet good, this is because the policy targets are not yet clear about the existence of the policy of Decree of the Minister of Religion Number 758 of 2021 concerning Revitalization of District Religious Affairs Offices. This happened because the implementers had carried out outreach in the form of direct delivery and standing banners which had been placed in front of the KUA. This direct delivery is considered to be the correct method by carrying out socialization that is given directly to the target or target object so that with direct notification by policy implementers at the KUA, Southeast Pontianak District, the public will understand the policy regarding Decree of the Minister of Religion Number 758 of 2021 concerning Revitalization District Religious Affairs Office.

If policies can be implemented as desired, then the implementation instructions must not only be accepted by policy implementers, but also the communication of the policy must be clear to the policy targets. The researcher concluded that the clarity indicators in the implementation of Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of the District Religious Affairs Office in the KUA of Southeast Pontianak District have not run optimally, this can be seen from the socialization method which is carried out indirectly so that the delivery of information has not really been conveyed. to all communities. So even though the public already knows about the revitalization of KUA, there are still many people who do not fully understand it. Bearing in mind that implementing the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of the District Religious Affairs Office in the KUA of Southeast Pontianak District is considered to require a relatively long time so that the targets or goals of the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of the District Religious Affairs Office can be truly achieved.

The message conveyed regarding the subdistrict KUA revitalization policy is still unclear and not yet understood by all parties involved. The communication media used is still not effective. Ensure information is accessible to all relevant parties. Consistency in communication of the sub-district KUA revitalization program is still not consistent at all levels of the organization or related parties.

Based on data related to the consistency of communication in the implementation of Minister of Religion Decree Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices, researchers observed that it could be said to be not good because many people still lack clarity. This happened in the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices, causing confusion for the implementing community in the field.

2. Resources for the KUA Revitalization Program in KUA Southeast Pontianak District

Based on the research results, it can be concluded that resources are an important factor for the implementation of policies well, where in its implementation all levels of the Southeast Pontianak District KUA must have adequate and mature readiness, starting from readiness in terms of qualifications, competence and also being ready in terms of understanding and paradigm. (mindset) regarding the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of the District Religious Affairs Office.

Policy implementation will not be successful without support from human resources of sufficient quality and quantity. The quality of human resources is related to skills, dedication, professionalism and competence in their field, while quantity is related to whether the number of human resources is sufficient to cover the entire target group. Human resources greatly influence the success of implementation, because without reliable human resources policy implementation will be slow. Therefore, implementing the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of the District Religious Affairs Office in the KUA of Southeast Pontianak District requires sufficient resources and the ability to master their field in implementing this policy.

The human resources (staff) referred to in the implementation of the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of the District Religious Affairs Office are all employees of the Southeast Pontianak District KUA as policy implementers. In order to improve the implementation of services at KUA, a minimum of 2 employees are required to be placed in the front office. Employees who are placed in the front office should not be functional employees, such as instructors and leaders because they have more outbound duties in the context of their services. Seeing this, for the Southeast Pontianak District KUA, the number of employees is sufficient due to the lack of staff, so there are those who work in the front office and there are those who work in the back office.

From the results of observations, the author found that there were still several employees at the KUA who were still unable to operate computers. In this era, where the use of applications on cellphones is very necessary to update news in order to carry out tasks. Even data transmission is now via Android or iOS cellphones, such as via the WhatsApp application. Apart from that, there are still those in KUA who are over 50 years old to learn computers who are reluctant, especially those who are approaching retirement. This will certainly hinder the online and computerized service process.

Standard Operating Procedures or SOPs are included in the institutional infrastructure because SOPs are in the form of rules made by leadership in order to ensure certainty in implementation to the community so that services are fast and effective. In Southeast Pontianak District KUA services, one-stop integrated services are still not optimal because there are still people who go straight into the office and meet employees directly. The employee should go out to meet the community he wants to serve.

In the author's observations, it was still found that Standard Operating Procedures (SOP) were not yet understood by employees. Even when asked about the SOP per employee, they still don't have one. This can affect the performance of employees' work because employees work as they please. Inappropriate Standard Operating Procedures have the potential to hamper the KUA revitalization program, especially increasing institutional capacity and improving service standards. This is because improvements to service standards are made by creating standard operational procedures.

Based on the results of interviews conducted by researchers, infrastructure is one of the important things in ensuring the quality of marriage registration services. Therefore, infrastructure must be properly prepared when it will be used. Implementation orders tend to be ineffective if the implementation of Minister of Religion Decree Number 758 of 2021 concerning the Revitalization of Subdistrict Religious Affairs Offices lacks supporting resources, one important source is facilities or infrastructure such as explanations of flow charts using banners or the SOP itself in explained on the Website and displayed or displayed at the KUA,

Southeast Pontianak District. Infrastructure is one of the important things in ensuring the quality of services for implementing Minister of Religion Decree Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices. Therefore, infrastructure suggestions must be prepared appropriately when they are used. Based on the research results, it is known that the facilities and infrastructure in the process of implementing the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of the District Religious Affairs Office in the KUA of Southeast Pontianak District have not been fulfilled properly.

Based on the explanation above, service infrastructure is one of the important things in ensuring the quality of services for implementing Minister of Religion Decree Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices. Therefore, infrastructure must be properly prepared when it will be used. In this case, the implementation of the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices cannot be said to be going according to expectations, because the infrastructure required by the KUA in implementing the existing SOPs has not all been fulfilled.

3. Attitude of Implementing the KUA Revitalization Program Policy in KUA Southeast Pontianak District

Based on the results of interviews conducted by researchers, the attitude of implementers in implementing the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of the District Religious Affairs Office in the KUA of Southeast Pontianak District was responded to quite well. Because all the components in the Southeast Pontianak District KUA support each other in making the District KUA Revitalization program a success. The monthly meetings held regularly serve as an evaluation of the extent of their implementation of the District KUA revitalization program. In this case, the implementers of Minister of Religion Decree Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices carry out their duties and responsibilities as expected in accordance with instructions from the center. Because when implementers have different characteristics or perspectives from policy makers, the policy implementation process also becomes ineffective.

The effectiveness of implementing this policy is supported by the good attitude of its implementers so that it can speed up the issuance of recommendations for park use. On the other hand, there are still many people who do not understand this policy, causing the revitalization of KUA to be slow.

One of the factors that influences policy implementation is the attitude of the implementer. The behavioral tendencies or characteristics of policy implementers play an important role in realizing policy implementation that is in line with the goals or targets. Important characteristics that must be possessed by policy implementers include honesty and high commitment. Based on the research data, it can be observed from the informant's statement which states that the implementation attitude in implementing the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of the District Religious Affairs Office in the KUA of Southeast Pontianak District is quite good.

Based on the above, the researcher concludes that if the implementers have a good attitude towards a particular policy, in this case meaning there is support, it is likely that they will implement the policy as desired by the policy maker. Likewise, if the behavior or perspectives of implementers differ from those of decision makers, then the process of implementing a policy becomes increasingly difficult. However, when a policy is implemented,

there must be careful planning from policy makers and they must seriously address the problems that are obstacles to implementing Minister of Religion Decree Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices. Because of the implications that will occur in the implementation of Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of Subdistrict Religious Affairs Offices in the future, if this is allowed to happen, it will become a bad tradition for implementing officials and cause public distrust of policy implementers.

4. Struktur Birokrasi Program Revitalisasi KUA pada KUA Kecamatan Pontianak Tenggara

From the research results, it can be seen that in implementing the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices, basic implementation procedures have been regulated, basic work procedures or standard operating procedures (SOP) are very much needed in implementing a policy. Basic work procedures are procedures or standards that are used as a reference in implementing a policy. With the existence of basic work procedures, policy implementation can be in accordance with previously established plans. By using SOPs, implementers can utilize the available time and standardize the actions of officials within the organization.

In general, the desired hope is to realize better services in the Southeast Pontianak District KUA. Based on the informant's explanation, this can be done by using standard operating procedures in the form of technical guidelines for implementing policies that are already well understood and understand standard operating procedures (SOP). In this way, it can be concluded that the SOP in the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of the District Religious Affairs Office in the KUA of Southeast Pontianak District is quite good from the aspect of the SOP which contains the duties and responsibilities of each implementer of the Decree of the Minister of Religion Number 758 of 2021 concerning Revitalization District Religious Affairs Office. This means that with the complete SOP regarding the implementation of Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of the District Religious Affairs Office in the KUA of Southeast Pontianak District, the bureaucratic structure is already in place from the highest level, namely the province, to the lowest level, namely the region. The availability of this institution means that each appointed institution has its own duties and authority in implementing the Decree of the Minister of Religion Number 758 of 2021 concerning the Revitalization of District Religious Affairs Offices. Because the clarity of the tasks and workload of each agency makes it easier for other agencies to carry out their duties and the actions of officials in the organization become uniform and consistent.

In the context of KUA revitalization, bureaucratic fragmentation can occur in several ways, including the separation of duties in the KUA bureaucratic structure which can be separated based on specific tasks. For example, there could be a unit that focuses on marriage services, a unit that focuses on divorce services, a unit that handles financial administration, and so on. This separation of duties allows specialization and improvement of service quality in each unit.

Establishment of a special case handling unit, if there is a need to handle complex or sensitive special cases, such as complicated divorce cases or religious conversions, a separate special unit can be formed within the KUA bureaucratic structure. This allows better focus and handling of such cases. The formation of cross-unit work teams during bureaucratic

fragmentation can also include the formation of cross-unit work teams consisting of representatives from various KUA units. This work team aims to improve coordination, collaboration and synergy between KUA units in revitalization efforts.

However, it is important to remember that bureaucratic fragmentation can also have some negative consequences. Some of these are complex coordination due to bureaucratic fragmentation, coordination between separate KUA units can become more complex and require greater efforts to ensure effective synergy and cooperation. Risk of duplication or overlap, if there is no good coordination, bureaucratic fragmentation can cause duplication or overlap in duties and responsibilities between KUA units. This can result in waste of resources and lack of clarity in services.

Resource shortages in bureaucratic fragmentation may require the allocation of additional resources to support separate units, such as budgets, personnel, and infrastructure. If available resources are limited, this can be a challenge in implementing bureaucratic fragmentation. In fragmenting the KUA revitalization bureaucracy, it is important to have careful planning, effective communication, and good supervision to ensure that the revitalization goals are achieved efficiently and effectively.

CONCLUSION

Based on the research results that have been described, it can be concluded that the implementation of KUA Revitalization in KUA Southeast Pontianak District is as follows:

1. Communication

The implementation of KUA revitalization in providing information has been carried out in the form of monthly meetings. However, it has not yet run optimally because many people do not know about the revitalization of the KUA, while the policy for implementing the Revitalization of the District KUA is clear. On consistent indicators, the implementation of KUA Revitalization in Southeast Pontianak District has been running consistently.

2. Resources

The existing indicators are as follows: In the Human Resources (staff) indicator, there were still several officers at the meeting who did not understand the contents of the SOP. Meanwhile, in this case, officers must be thoroughly prepared in an effort to provide information and understanding to the public so that the KUA Revitalization in KUA Southeast Pontianak District can be carried out well. In terms of non-human resource indicators (facilities and infrastructure), the implementation of the Revitalization of the District KUA in the Southeast Pontianak District KUA has not been fulfilled properly because the budget

which is still lacking.

3. Disposition

The disposition in implementing the Revitalization of the District Religious Affairs Office at the Southeast Pontianak District KUA is still not optimal due to low work performance and lack of discipline.

4. Bureaucratic structure

In terms of Standard Operating Procedure (SOP) indicators in the implementation of the Revitalization of the District Religious Affairs Office at the Southeast Pontianak District KUA, it has gone well, seen from the SOP aspect in the form of technical guidelines which have been understood and carried out in detail in the duties and responsibilities by the Head of the Southeast Pontianak District KUA.

RECOMMENDATION

Based on the conclusions above, the researcher provides the following suggestions:

1. Communication

It should be possible to improve communication in conveying information regarding the revitalization of the Southeast Pontianak District KUA by socializing it to the community through religious instructors at the District KUA routinely and periodically using social media so that the public knows and understands the improvement in services available at the Southeast Pontianak District KUA.

2. Resources

There should be outreach to KUA officers or KUA employees to better understand the contents of the service SOPs in KUA Southeast Pontianak District, so that they can convey them clearly to the public and add to the budget for implementing the KUA revitalization.

3. Disposition

Rewards/awards should be given to officers implementing the revitalization implementation policy at KUA who excel so that they can increase work enthusiasm and discipline.

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