

**IMPLEMENTATION OF THE WEB-BASED MARRIAGE  
MANAGEMENT INFORMATION SYSTEM POLICY IN REALIZING  
THE IMPROVEMENT OF THE QUALITY OF PUBLIC SERVICES AT  
THE RELIGIOUS AFFAIRS OFFICE OF BAGUALA DISTRICT, AMBON  
CITY**

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**ABSTRACT**

This study is a descriptive qualitative research, aiming to analyze and explain the overview of the Implementation Policy of the Marriage Management Information System at the Religious Affairs Office of Baguala Regency, Ambon City. The informants in this study amounted to 8 people. The data collection techniques used are in the form of observation, interviews and documentation as well as analysis techniques used using an interactive analysis model from Miles and Huberman, namely using data reduction, data presentation and conclusions. The results of this study show that the implementation of the web-based marriage management information system policy in realizing the improvement of the quality of public services at the Baguala District Religious Affairs Office has been effective but still not optimal. This can be seen from the indicators of successful policy implementation which are influenced by supporting and inhibiting factors in the implementation of the web-based marriage management information system at the religious affairs office of Baguala District, Ambon City.

**Keywords:** *Policy Implementation, Marriage Management Information System, Communication, Resources, Disposition, Bureaucratic Structure.*

**A. INTRODUCTION**

Marriage is an important social institution in human survival. According to the Great Dictionary of the Indonesian Language, marriage is an official bond between a man and a woman which in the process is carried out in accordance with the provisions of the applicable law and the teachings of their respective religions. With the existence of a wedding event, it is necessary to have an institution to accommodate the registration of the marriage. The institution was formed with the aim of collecting data or recording couples who are married so as not to cause fraud such as falsifying documents and so on. For Muslims, the institution that handles it is the sub-district religious affairs office, while for non-Muslim people, they can collect marriage data at the Population and Civil Registration Office (*Dukcapil*).

In Indonesia, the implementation of marriage has been regulated in Law Number 1 of 1974 concerning Marriage, namely article 1 which reads:

"Marriage is an innate bond between a man and a woman as husband and wife with the aim of forming a happy and eternal family or household based on the One Godhead".

The continuation is in article 2 which reads:

"(1) Marriage is valid if it is carried out according to the law of each religion and belief. (2) Each marriage shall be recorded in accordance with the prevailing laws and regulations."

Based on this article, every marriage that occurs must be reported to the relevant party for marriage registration which will then be given a Marriage Certificate Offer Book which means that a person has carried out the marriage and has registered his marriage with the relevant agency. With the registration of marriage, married couples will have formal legality recognized by the state in accordance with the Regulation of the Minister of Religion of the Republic of Indonesia number 19 of 2018 concerning marriage registration article 2 which reads:

"(1) Marriage between a man and a Muslim woman must be recorded in the Marriage Certificate. (2) The registration of marriage in the Marriage Certificate as intended in paragraph (1) shall be carried out by the Head of the Sub-district KUA. (3) The registration of marriage in the Marriage Certificate as intended in paragraph (2) is carried out through the following stages: a. registration of the will to marry; b. announcement of marriage will; c. the implementation of marriage registration; and d. submission of the Marriage Registration Book."

The Office of Religious Affairs is one of the government agencies that has the task of carrying out some of the duties of the district and city religious offices in the field of Islamic religious affairs in the sub-district area. In carrying out its duties, the Office of Religious Affairs has various duties and functions as stipulated in the Regulation of the Minister of Religion Number 34 of 2016 concerning the organization and work procedures of the Office of Religious Affairs article 3 paragraph 1 which reads:

(1) In carrying out the duties as intended in Article 2, the District *KUA* carries out the following functions: a. implementation of services, supervision, recording, and reporting of marriage and referrals; b. compilation of statistics on services and guidance of the Islamic community; c. management of documentation and information systems for the management of *KUA* district; d. Sakinah Family Guidance Services; e. mosque guidance services; f. services of guidance for hisab rukyat and sharia coaching; g. Islamic religious guidance and information services; h. zakat and waqf guidance services; and i. the implementation of administration and housekeeping of the District *KUA*."

Along with the development of time, digital-based services continue to be intensified and information systems become more and more sophisticated. Nowadays, information is very easily accessible to various people quickly anywhere and anytime. Technology in this case has an important role in the process of disseminating information, both for personal interests and the interests

of an agency or institution. The good use of technology by an agency can provide benefits for the agency, namely in the form of fast information distribution to the wider community. Likewise, the public can now access certain information through technology-based information sites provided by certain agencies. Information systems allow an agency to provide information services more effectively and efficiently. This also applies to the marriage registration system at the Office of Religious Affairs.

Digital-based service innovations, especially marriage registration, continue to transform. One form of innovation in marriage registration services at the Office of Religious Affairs is the existence of a marriage management information system that applies in all Office of Religious Affairs in sub-districts of Indonesia. Innovation is needed so that the provision of services in marriage registration can be more effective and efficient. Providing effective and efficient services is one of the government's efforts to the community. Public services are one of the means for the government to establish relationships with its people. Sinambela (2014:5) states that:

*"Public service is the fulfillment of the wishes and needs of the community by state administrators".*

The purpose of holding public services is to meet all basic needs of citizens as mandated in the 1945 Constitution. The services provided must be carried out professionally in order to cause satisfaction and bring public trust. Services in meeting the needs of the community come from various sectors such as needs regarding education, health and one of them is services in marriage registration.

The marriage management information system is an innovation in technology-based administrative services in marriage registration. The implementation of the marriage management information system is based on the instructions of Islamic Community Guidance No. DJ. II/369 of 2013. Initially, the innovation of marriage administration reform has existed since the Directorate General of Islamic Community Guidance was still in conjunction with the Directorate General of Hajj Implementation and Islamic Community Guidance. In 2006, after Islamic Community Guidance was separated from the Directorate General of Hajj and Umrah, the desire to realize technology-based administrative services increased. Previously, there was something called *SIMBIHAJ* (Islamic Community Guidance and Hajj Management Information System), *SINR* (Referral Marriage Information System) and finally the idea of a wedding management information system emerged. (Fuad Riyadi, 2018:212). The marriage management information system is useful for collecting marriage data from Religious Affairs Offices throughout Indonesia online.

With the existence of a web-based marriage management information system, it is hoped that the performance of services at the sub-district religious affairs office can be further improved. The Office of Religious Affairs continues to improve the quality of services following the times and meeting the needs of technological advancements. Moreover, the marriage management information system is held so that data management is more uniform and data backup is more integrated. Data uniformity is needed because it is expected that data can be more effective and efficient so that it is easier to handle, especially through adequate

programs. The need for data backup is an effort to store and collect data from various problems faced such as natural disasters and so on. Whatever the product of the policy, it ultimately comes down to the order in which it is implemented.

It is a manifestation of the implementation of policies set to increase the effectiveness of the marriage management information system at the Baguala Regency Religious Affairs Office. The Religious Affairs Office of Baguala District, Ambon City, in carrying out the duties (Main Duties and Functions) related to the implementation of the marriage management information system has not run optimally as expected. This is due to the following:

1. Network constraints, because the marriage management information system is online-based, sometimes if there is a network disruption, the system will be completely paralyzed and cannot be run.
2. Problematic central system. Similar to the network, if there is a problem with the centralized system, the website cannot be accessed and can only wait for repairs from the center.
3. Brides-to-be/*Catin* who do not register their marriage directly on the website but still ask for the help of *KUA* officers to register. In fact, just to register can be done directly by *Catin* through the website that has been provided. This may be due to a lack of technology-related knowledge.
4. Marriage registration is often constrained because cats do not have android phones so there are also those who do not have emails. In fact, an email is required for registration as registration confirmation can only be sent via *catin's* personal email. Some even don't have cell phones.

Based on this, there is a gap as explained in the theory of George C. Edword III in the implementation of a policy program, which should determine the success of the implementation of a policy must emphasize the effectiveness of the policy. This can be reviewed based on several indicators that include communication factors. Ideally, effective implementation occurs when decision-makers already know what they are going to do, this is related to if there are people who do not have mobile phones or are damaged, the network is cut off which causes communication to not continue. Ideally, the religious affairs office should have preventive measures in this problem, but the fact on the ground is that there are still inconsistencies in the provision of services that are too convoluted which causes misunderstandings in communication. Ideally, a policy should be able to be communicated precisely, accurately, and consistently. Communication (or information transmission) is needed so that decision-makers and implementers will be more consistent in implementing every policy that will be implemented in society.

The second factor that affects the success of the implementation of a policy is the resource factor. Ideally, information in policy implementation has two forms, namely the first information related to how to implement the policy. Executors must know what they should do when they are given the order to perform an action. Facilities, physical facilities are also an important factor in policy implementation. However, in reality, in the field, the Implementer does not have enough staff, thus without human resources and other supporting facilities, the implementation of the policy will not be successful effectively.

The third factor that affects the success rate of public policy implementation is disposition. The disposition or attitude of policy implementers is the third important factor in the approach to the implementation of a public policy. Important things that need to be observed in this disposition factor are the appointment of bureaucrats, how a manager and employees in it understand their duties and responsibilities in providing public services, especially in terms of the use of web-based marriage management information system technology if the web is constrained by central problems and in terms of socializing the web to the public so as not to hinder other activities. Therefore, the election and appointment of policy implementers must be people who have dedication to policies that have been set specifically in the public interest.

The fourth factor that affects the success rate of public policy implementation is the bureaucratic structure. Such a complex policy requires the cooperation of many people, when the bureaucratic structure is not conducive to the available policies, this will divide resources into ineffective and hinder the implementation of the policy. It is known that there are still problems in the use of the web and the public is still not used to using the website so that it can hinder the marriage registration process and this should be the duty of the bureaucrats of the local religious affairs office so that they can take preventive measures.

## **B. LITERATURE REVIEW**

### **Public Policy Implementation Model**

The third policy implementation model with a top-down perspective was developed by George C. Edward III. Edward III named his public policy implementation model "*Direct and Indirect Impact on Implementation*". In the approach proposed by Edward III, there are four variables that determine the success of the implementation of a policy, namely: (1) communication; (2) resources; (3) disposition; and (4) bureaucratic structure.

According to (Rahawarin&Rugaya, 2021: 193) this model emphasizes that the effectiveness of a policy implementation problem lies in four variables. The first variable that affects the success of the implementation of a policy, according to George C. Edward III, is communication. Communication, according to him, further determines the success of achieving the goals of public policy implementation. Effective implementation occurs when decision-makers already know what they are going to do. Knowledge of what they will do can work if communication goes well, so any policy decisions and implementing regulations must be transmitted (or communicated) to the right personnel. In addition, the policies communicated must also be precise, accurate, and consistent. Communication (or information transmission) is needed so that decision-makers and implementers will be more consistent in implementing every policy that will be implemented in society.

The second variable or factor that affects the success of the implementation of a policy is resources. Resources are another important thing, according to George C. Edward III, in implementing policies. Resource indicators consist of several elements, namely: Staff, the main resource in policy implementation is staff. Information, in policy implementation, information has two forms, namely

the first information related to how to implement the policy. Executors must know what they should do when they are given the order to perform an action. Authority is generally the formal authority for orders to be executed. Authority is the authority or legitimacy for the implementer in carrying out politically determined policies. Facilities, physical facilities are also an important factor in policy implementation. The implementer can have enough staff, understand what he has to do, and have the authority to carry out his duties, but without supporting means (facilities and infrastructure) the implementation of the policy will not be successful.

The third variable that affects the success rate of public policy implementation, for George C. Edward III, is disposition. The disposition or attitude of policy implementers is the third important factor in the approach to the implementation of a public policy. If the implementation of a policy is to be effective, then the policy implementer must not only know what to do but also have the ability to implement it, so that in practice there is no bias. The important things that need to be observed in the disposition variable, according to George C. Edward III, are that the appointment of bureaucrats, dispositions or attitudes of the implementer will pose a real obstacle to the implementation of the policy if the existing personnel do not implement the policy desired by the high-ranking officials. Therefore, the selection and appointment of the policy implementer must be a person who has dedication to the policy that has been set; more specifically on the interests of citizens.

The fourth variable according to Edward III that affects the success rate of public policy implementation is the bureaucratic structure. Even if resources to implement a policy are available, or policy implementers know what to do, and have the desire to implement a policy, it is likely that the policy cannot be implemented or realized due to weaknesses in the bureaucratic structure. Such a complex policy requires the cooperation of many people, when the bureaucratic structure is not conducive to the available policies, this will divide resources into ineffective and hinder the implementation of the policy. The bureaucracy as the implementer of a policy must be able to support policies that have been decided politically by coordinating well.

#### **Concept of Web-Based Marriage Management Information System**

The marriage management information system is one of the innovations in the digital service of marriage administration recording carried out by the government and applied to all Sub-district Religious Affairs Offices throughout Indonesia which aims to present marriage data comprehensively. Through the marriage management information system, data that has been entered at the sub-district Religious Affairs Office can be accessed online by Bimas Islam. Marriage Management Information System or Marriage Management Information System is a Windows-based Computer Application program that is used to collect marriage data from all Religious Affairs Offices in the Territory of the Republic of Indonesia on an "On-line" basis. The data will be stored securely at the local Religious Affairs Office, in the Regency/City, at the Provincial Regional Office and at the Islamic Guidance Agency. These data are used to create various analyses and reports according to various purposes.

With the consideration of the Director General of Islamic Community Guidance that in order to improve the quality of services at the Sub-district Religious Affairs Office which is directed to improve the service performance of the Religious Affairs Office, it is necessary to have an information technology device in the Sub-district Religious Affairs Office that is easily accessible to the public so that there is a need for legal stipulation as the basis for the application of information technology in the Sub-district Religious Affairs Office through the Decree of the Director General Guidance of the Islamic Community on the implementation of the marriage management information system at the Sub-district Religious Affairs Office. So a decision was issued related to the marriage management information system, namely the instruction of Islamic Guidance No. DJ. II/369 of 2013 concerning the Implementation of the Marriage Management Information System (*SIMKAH*) at the Office of Religious Affairs states that:

*"(1) The implementation of SIMKAH in the District KUA is a demand that must be carried out in the current era of globalization and transformation in order to improve public services. (2) Easy and cheap services as a government institution in protecting the community require efforts to change the paradigm so that all services can be accessed through information technology media. (3) The SIMKAH application is a means of searching for marriage registration data at the District KUA that can generate data and information electronically towards the implementation of e-nikah. (4) This decision takes effect on the date set."*

The marriage management information system has 2 main goals, namely data uniformity and integrated data backup. Data uniformity is needed because it is expected that data can be more effective and efficient so that it is easier to handle, especially through adequate programs. The need for data backup is an effort to store and collect data from various problems faced such as natural disasters and so on. The implementation of a marriage management information system has various benefits, both for the religious affairs office and for the community in general.

### **C. RESEARCH METHODS**

This study uses a qualitative descriptive method or approach, which aims to provide an overview or describe systematically, factually or as it is and accurately related to the implementation of the marriage management information system at the Baguala Regency Religious Affairs Office. The data collection techniques in this study are Interview, Observation, and Documentation. Data collection techniques by utilizing all sources of publications or printed data related to the implementation of a web-based marriage management information system. The key informant who was used as a source of information was Mr. HH as the Head of the Baguala District Religious Affairs Office. The main informant is the second person who knows and has various information that interacts directly in the social interaction being studied. The main informant in this study is SAA as a staff of the Religious Affairs Office of Baguala District as the operator of the marriage management information system. Additional informants are third people who

know and provide information even though they are not directly involved in the social interaction studied. Additional informants in this thesis are people who are married or who receive marriage services from the Religious Affairs Office of Baguala District, Ambon city. Qualitative data analysis in this study was carried out using a data analysis design according to the Miles and Huberman interactive model (in Denzin & Lincoln, 1994).

#### **D. DISCUSSION**

The implementation of the web-based marriage management information system policy at the Religious Affairs Office of Baguala District, Ambon City, on the success of the implementation of the policy can be measured based on the process and achievement of the final outcome goal (output), namely: whether or not the goal to be achieved is achieved. In addition, the implementation of a web-based marriage management information system can be seen from the process by questioning whether the implementation of the program is in accordance with what is determined, namely looking at the program actions of individual projects and secondly whether the program goals are achieved. This can be seen from several indicators of the success of policy implementation based on the implementation model proposed by George Edward III, there are four factors that play an important role in achieving successful implementation. The factors that affect the success or failure of policy implementation are communication factors, resources, disposition and organizational structure. The following is a presentation of the author's analysis based on the following indicators:

##### **Communication**

The first indicator that affects the implementation of a policy, according to Edward III, is communication. According to him, further communication determines the success of achieving the goals of public policy implementation. Effective implementation occurs when decision-makers already know what they are going to do. Knowledge of what they will do can work if communication goes well, so any policy decisions and implementing regulations must be transmitted (or communicated) to the right personnel. Communication is the process of conveying information from communicator to communicator. In the implementation of a policy, communication plays an important role because the delivery of information from communicators (agencies/policy actors) to communicators (the community) can determine the success or failure of a policy to be implemented. Communication is needed so that the implementation of a policy, in this case the marriage management information system, can run as expected. Communication is carried out by exchanging information from policymakers in the field of Islamic society to policy implementers (*KUA*) and then to the community as a whole about the marriage management information system that has been implemented as a means of marriage administration services. The results of interviews related to communication factors in the implementation of the marriage management information system in marriage administration services at the office of the Department of Religion of Baguala sub-district show that communication from policy makers in the field of Islamic society to policy implementers (*KUA*) has gone well. The communication that occurred was in the



form of briefings and training to *KUA staff*. Based on the results of the interview with HH as the head of the religious affairs office:

*We are always monitored, section and field guidance. So, every marriage is always supervised from the center, the Regional Office then the Regional Office is lowered to the Ministry of Religion directly to the KUA. So that we often also take part in training, follow improvements, so that often these activities are especially to the marriage management information system web because the marriage management information system web does need people who have skills.* (interview results: March 22, 2023).

In addition, the same thing was also conveyed by SA who is the operator of the marriage management information system:

*Training is given but rarely and the material is the same. So being present once is enough.*

Furthermore, communication from *KUA* to the public about the existence of a marriage management information system as a means of marriage administration services recognized by *KUA* staff has been carried out. As a result of the interview with SA as *KUA* staff:

*The first thing that came up was that the extension friends came down to socialize for the community but most of the brides-to-be never registered. They came here just registered. Maybe they don't understand or how, we don't know. The bride-to-be came here with all the wedding data I had just entered.* (Interview Results: March 22, 2023).

However, the opposite information was obtained when researchers interviewed people who registered their marriages in *KUA*. According to RA:

*Never heard of a marriage management information system. Regarding socialization, it means that extension workers must go directly to the community. There may be a shortage of human resources here.* (Interview results: April 10, 2023).

The same information was also provided by several other informants, namely FT, BI, RU, SV, WD and NI who said that:

*He had never heard of the marriage management information system and only registered the marriage manually at the Religious Affairs Office (KUA).* (Interview Results: April 10, 2023)

It can be seen that in the implementation of the marriage management information system, communication is needed not only between policy makers and policy implementers but also must involve the community.

Basically, the marriage management information system is implemented with one of the goals being to make it easier for the community to carry out management at the Office of Religious Affairs. However, based on the results of the above research, it was found that the Office of Religious Affairs has not intensively socialized or introduced the program to the community so that the community has not utilized the marriage management information system program optimally and even on average does not know about the existence of the marriage management information system itself.

## Resources

The second indicator that affects the implementation of a policy is resources. George C. Edwards III in Widodo (2011: 98) stated that: no matter how clear and consistent the provisions and rules are and how accurate the delivery of these provisions or rules is, if the policy implementers responsible for the implementation of the policy lack the resources to implement the policy effectively, then the implementation of the policy will not be effective. Resources here relate to any resources that can be used to support the successful implementation of the policy. These resources include human resources, budgets, facilities or facilities and infrastructure, information and authority. Based on the results of the interviews conducted by the author, resources in the form of budgets, facilities and staff are involved in the process of implementing the marriage management information system. In terms of budget, all budgets needed to meet the supporting facilities for the implementation of the marriage management information system policy are fully financed by the Ministry of Religious Affairs of the Republic of Indonesia. As conveyed by HH as the Head of the Baguala District Religious Affairs Office, that:

*Indeed, if every KUA that has implemented a Web marriage management information system has been budgeted for wifi per month, then laptops and computers have indeed been prepared.* (Interview Results: March 22, 2023).

A budget is needed so that each activity can run in accordance with the organization's goals. With a budget, organizations can know and prepare the need for funds needed to carry out organizational activities. In addition to the budget, there are also staff/employees of the religious affairs office. Staff or employees of the religious affairs office are required to run an organization. Without staff/employees, the organization cannot run even though all the needs of the organization have been met because staff are the determinants of the running of an organization. For the implementation of the marriage management information system policy, trained personnel are needed because in running the marriage management information system, a serious understanding is required. As HH said:

*Web marriage management information systems do need people who have skills because marriage books if misprinted will be damaged. If damaged, the cost is 600 thousand. So the risk is great, so if the print is wrong, it means it is damaged.* (Interview Results: March 22, 2023).

Before implementing the marriage management information system in the process of marriage administration services, staff/employees have been given training by Bimas Islam. Thus, staff/employees can clearly know the steps in implementing the marriage management information system policy itself. Training is considered important because the process of running a marriage management information system is not small and requires understanding and precision so that mistakes do not occur. According to HH:

*We are always in monitoring, community sections and other fields. So, every marriage is always supervised from the center, the Regional Office then the Regional Office is lowered to the Ministry of Religion directly to the KUA. So we often also attend training, attend upgrades,*

*so often the activities are mainly to the web wedding management information system. (Interview Results: March 22, 2023).*

Similar information was also added by SA:

*The first time the app appeared, it was taught but not online, still offline. Offline cannot register, they come here with their files from N1-N4 along with parental identity card, guardian ID card and witness ID card. Only here we list. But if you are already online, you can register yourself. Later we will be here to confirm the data if it has been registered directly from the center, send it to those who have a cellphone number or email. (Interview Results: March 22, 2023).*

SA also added:

*Training is given but rarely and the material is the same. So being present once is enough. (Interview Results: March 22, 2023).*

The implementation of the marriage management information system policy is also recognized to help the performance of KUA employees As said by HH:

*This web wedding management information system is the first, making the overall wedding service uniform that is online. Second, minimizing violations in marriage such as previous marital status, age, etc.*

In addition to training for staff, the completeness of physical facilities in the form of facilities and infrastructure is also very important for the sustainability of a policy. If staff already know what to do but the facilities and infrastructure are not adequate enough to implement the policy, then the implementation of the policy cannot run well. Regarding the marriage management information system, to be able to run it requires many supporting devices. The supporting devices or infrastructure needed to run this marriage management information system as stated in the Decree of the Minister of Religion of the Republic of Indonesia No. 892 of 2019 concerning the web-based marriage management information system in the sub-district religious affairs office include: Laptop/PC; Internet Network/Modem; Photo Scanner; PLQ Printer; Marriage Card Printer; Specifically for marriage management information system operators. For the KUA of Baguala Regency itself, infrastructure is recognized as available, as said by the Head of the Department of Religion office, namely:

*We are grateful to God that in KUA Baguala the facilities and infrastructure are sufficient Only because of our obstacles maybe because the land of KUA is still not large, maybe far from public roads so sometimes our obstacle is that when there are wedding activities or hajj manasik we are indeed overwhelmed also because the hajj management should have been made in the related KUA but we are still building here for a long time. Actually, if we have existing land, it means that the government can also build a KUA that can get assistance so that it is the same as other KUA.*

However, regarding human resources at the religious affairs office of Baguala District, Ambon City is admitted to still lacking in carrying out its services. As HH said in an interview with the author:

*There are actually many operators because there are web operators of marriage management information systems, web management*

*information systems, SIWAK, how many applications will have a marriage management information system in KUA. Just because we currently have 2 people so it's still lacking. (Interview Results: March 22, 2023).*

Regarding facilities and budget, HH also added that:

*The government, in this case the Ministry of Religious Affairs, is trying to make KUA include beautiful offices, which it built with funds. So the funds are complete facilities, therefore the people in the KUA are also in the existing officers who are ready and they can serve the community. (Interview Results: March 22, 2023).*

### **Disposition**

The disposition or attitude of policy implementers is the third indicator that affects policy implementation according to Edward III. Disposition is the tendency of behavior or characteristics of policy implementers to play an important role in realizing the implementation of policies that are in accordance with goals or targets. If policy implementation is to be effective, policy implementers must not only know what to do but be consistent in implementing it. The author reviews the government's attitude and commitment in running a marriage management information system in *the District KUA*. The results of the research obtained from an interview with the head of the religious affairs office Baguala said that:

*The Ministry of Religion of the Republic of Indonesia always strives for better and better services to the community, so now we use a web marriage management information system. (Interview Results: March 22, 2023).*

Previously, wedding administration services were carried out manually, but over time the Ministry of Religion initiated the latest innovation in wedding services, namely a web-based wedding management information system that has been implemented since 2016 by the religious affairs office of Baguala District, Ambon City. This was conveyed by HH as the Head of the Baguala Regency Religious Affairs Office:

*Actually, the marriage management information system we use starting in 2016 has started to run but after the change, we used to use a web-based Marriage Management Information System with the name SIMPONI after the government of the Ministry of Religion began to strive for better service, namely excellent service to the community, now we use the Web marriage management information system. (Interview Results: March 22, 2023).*

Based on the results of the interview, it can be seen that the implementation of this web-based marriage management information system has been carried out since 2016 and is still being improved in line with the development of regulations issued by the Ministry of Religion of the Republic of Indonesia. It is known that the marriage management information system itself has been implemented in the religious affairs office in Baguala sub-district since 2014 but still with a manual desktop marriage management information system. Data input can still be done without using the internet network and has not used a web-based marriage

management information system. Then after the changes made by the government, now KUA began to use the Web marriage management information system in 2016. This is as revealed by the operator of the marriage management information system KUA Baguala SA:

*For the web, the desktop marriage management information system has indeed been implemented in 2014 and in 2016 changed to a web marriage management information system. (Interview Results: March 22, 2023).*

According to HH as the head of the Office of Religious Affairs, the Ministry of Religion always has the principle of providing the best for the community. As he said in an interview session with the author, that:

*We always give the understanding that this is not a government that is trying to make society difficult or miserable but to make society more comfortable and then more orderly in marriage because if marriage is not regulated there will be many violations of marriage. Interview Results: March 22, 2023).*

HH also added:

*The government, in this case the Ministry of Religious Affairs, is trying to make KUA include beautiful offices, which it built with funds. So the funds are complete facilities, therefore the people in the KUA are also in the existing officers who are ready and they can serve the community. (Interview Results: March 22, 2023).*

Based on the results of research at the Baguala Regency Religious Affairs Office, Ambon City has not consistently and maximally introduced the marriage management information system to the community. The introduction of the web-based marriage management information system in the form of socialization was only carried out at the beginning of the presence of the web-based marriage management information system. There was no follow-up related to the re-socialization so that in the results of interviews with the public, the average of them did not know about the existence of a web-based marriage management information system.

### **Bureaucratic structure**

The last indicator that affects the implementation of policies is the bureaucratic structure. Although communication is good, policy implementers know what to do, resources are there but if something goes wrong with the bureaucratic structure, policy implementation will fail. The implementation of a web-based marriage management information system not only requires the involvement of the local religious affairs office but also several other parties such as the Islamic community, the Regional Office of the Ministry of Religion and also the Population and Civil Registration Office (*Dukcapil*). Coordination between these agencies is needed so that there are no misunderstandings in the implementation of the marriage management information system policy.

Based on the results of interviews with related informants, the explanation obtained is that the Religious Affairs Office of Baguala District, Ambon City, always coordinates with Bimas Islam regarding the process of implementing the marriage management information system policy. This is in line with the results of

the presentation related to the well-established communication between KUA and Bimas Islam. According to Edward III, there are two characteristics that can boost the performance of bureaucratic/organizational structures in a better direction, namely: implementing Standard Operating Procedures and implementing Fragmentation. Standard Operating Procedures are routine activities that allow employees (or implementers/administrators/policy bureaucrats) to carry out their daily activities in accordance with the set standards (or the minimum standards required by citizens). Meanwhile, the implementation of fragmentation is an effort to spread responsibility for employee activities or activities among several work units. In an agency, of course, there is an organizational structure. Organizational structure is very important for a government that functions to regulate and assign tasks and responsibilities to individuals can also make it easier to control the work done.

Thus, the implementation of web-based marriage management information system policies is also in accordance with the duties and responsibilities in their respective fields. Each field carries out the duties and responsibilities that have been given, in this case the implementation of the web-based marriage management information system policy at the Baguala religious affairs office. Coordination and participation in the mechanism of activities are very important and need to be done for the progress of the implementation of policies made to achieve their goals.

#### **Factors Hindering the Marriage Management Information System at the Religious Affairs Office of Baguala District, Ambon City**

First, the lack of socialization from the local sub-district religious affairs office to the community regarding the existence of an online marriage management information system. Socialization of marriage management information systems is one way to introduce marriage management information systems to the public. Socialization is needed so that the public can know about the existence of a web-based marriage management information system so that they can use and utilize it properly.

Second, lack of human resources, where human resources are indispensable for the sustainability of an organization. Without human resources, an organization cannot run. Human resources determine the development or failure of an organization. However, if the human resources are fulfilled, the work will run smoothly. Currently, the Baguala District Religious Affairs Office only has 2 operators. Where, the 2 people are also not only focused on the web-based marriage management information system and only 1 person is focused on running the web-based marriage management information system. The human resources needed are not just ordinary human resources but those who have expertise in their fields so that organizational goals can be achieved. People are the main key to the development of an organization.

Third, the internet network and technical matters are the main obstacle in running this web-based marriage management information system is the problem of the internet network. If the internet network is unstable or there is a power outage, the use of the web-based marriage management information system cannot be continued. Likewise, with the technical disturbances that occur,

especially if the obstacles come from the center, it will greatly hinder the process of running the web-based marriage management information system at the religious affairs office. In the field, several other obstacles were also found as inhibiting factors, such as the files entered by the bride-to-be were incomplete, which hindered the performance of the religious affairs office officers in inputting the data of the bride-to-be. Problems such as the population master number not being read by the web-based marriage management information system also often occur. Based on the above obstacles, it can be concluded that the marriage management information system can run when the required data is complete. If the data is incomplete, it cannot proceed to the marriage stage. In addition, there are still people who want their affairs to be completed immediately but are apathetic to the requirements that have been determined.

In its transformation, technological developments are inevitable. Technology is here to facilitate all human activities. At this time everything has become easy with technology, it is important for us to keep up with the development of existing technology. Sometimes, the main obstacle to the failure of a program is the community itself. This also applies to the implementation of a web-based marriage management information system. As is known, the marriage management information system can only be run if you use a smartphone, but not a few people do not have a smartphone. Even if there are people who have it, it does not necessarily understand the existing technology, especially in using web-based wedding information system applications.

#### **Supporting Factors of the Marriage Management Information System at the Religious Affairs Office of Baguala District, Ambon City**

According to Firmansyarh (2014) in his research stated that the success or failure of policy implementation as a supporting factor is not only caused by factors originating from the organization or organizing body. The group that is used as the target object is also a factor that determines the success or failure of the implementation of a policy, which depends on the support provided by the policy object. The supporting factor of the web-based marriage management information system at the Baguala District Religious Office in Ambon City is the existence of trained human resources, where in running a marriage management information system trained human resources are needed, in this case marriage management information system operators. This is characterized by the ability of staff/employees as KUA operators in using technology. In the process, marriage management information system operators have also been equipped with trainings provided by *Bimas* Islam. Trained human resources are indeed needed so that work can be completed properly and achieve the desired targets. Training for employees/staff at the religious affairs office of the Baguala sub-district of Ambon city has been carried out to avoid the risk of losses that will occur in the future.

Second, the existence of facilities and infrastructure as well as special operational funds to support the implementation of the web-based marriage management information system program at the Religious Affairs Office of Baguala District, Ambon City. Every organization or agency must have supporting facilities and infrastructure to achieve its goals. Therefore, an organization urgently needs facilities and infrastructure to support its performance. Facilities

and infrastructure are physical tools used by employees to assist their performance in carrying out activities to achieve goals. In running a web-based marriage management information system at the religious affairs office of Baguala District, Ambon City, several supporting facilities and infrastructure such as: a) the availability of Laptops/PCs; b) Internet Network/Modem; c) Photo Scanner; d) PLQ printers; e) Marriage Card Printer; and f) Specialized operators of marriage management information systems.

Based on the results of interviews with several informants such as the head of the religious affairs office and the marriage management information system operator of the Religious Affairs Office of Baguala Regency, Ambon City and other informants, it can be obtained that the web-based marriage management information system has many advantages compared to conventional registration, some of the advantages include; Adding, editing, and deleting marriage data can be done quickly and easily; Sending data reporting easily online to the Ministry of Agriculture, Regional Offices and Central Islamic Guidance; The program can check the identity of the bride-to-be so that it can reduce errors and falsification of the identity data of the bride-to-be; It can speed up the search for data on community members who have lost their Marriage Book documents; Data is stored neatly and can avoid data loss tracks.

## **E. CONCLUSION**

Based on the results of the study, it can be concluded that the success in the implementation of the web-based marriage management information system policy in the religious affairs office of Baguala District, Ambon City, can be seen that the web-based marriage management information system at the Religious Affairs Office of Baguala District, Ambon City, is effective but needs to be improved again regarding the consistency of employee performance in the implementation of public service provision. This can be seen based on indicators which include:

### **Communication**

Communication between the religious affairs office and the Islamic community is well established. And the Islamic Community always coordinates and supervises the performance of the Office of Religious Affairs. However, communication is not well established between the performance of the religious affairs office and the community. This is evidenced by the number of people who do not know the existence of a web-based marriage management information system.

### **Resources**

Resources here relate to any resources that can be used to support the successful implementation of the policy. These resources include human resources, budgets, facilities, information and authority. The resources in the implementation of the marriage management information system policy can be said to be adequate, both in terms of budget, staff and facilities. Everything has been provided well by the relevant agencies

### **Disposition**



If policy implementation is to run effectively, policy implementers must not only know what to do but be consistent in implementing it. The author assesses that Bimas Islam has shown its attitude and commitment by continuing to improve the quality of adequate marriage administration services to the community. However, the author considers that the Baguala District Religious Affairs Office has not been consistent and has not been optimal in introducing the marriage management information system to the wider community.

#### Bureaucratic structure

The implementation of the web-based marriage management information system policy not only requires the involvement of the religious affairs office but also several other parties such as the Islamic community and also the Population and Civil Registration Office. Coordination between these agencies is needed so that there is no misunderstanding in the implementation of the marriage management information system policy in each field of implementation of the duties and responsibilities that have been given, in this case the implementation of a web-based marriage management information system at the religious affairs office of Baguala sub-district, Ambon city. The Baguala District Religious Affairs Office always coordinates with the Islamic community regarding the process of implementing the web-based marriage management information system policy.

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