



## Ministry of Religion Innovation in Digitalization-Based Hajj Dormitory Services: Si-Mashaji Application

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**ABSTRACT:** The Hajj Dormitory Management Information System application is used as a digital-based service booster that makes it easier for people as service users to book facilities and get information related to Hajj dormitories. This research uses a qualitative descriptive approach with case studies, while the data used comes from secondary data sources from SI-MASHAJI and primary data from the interview process with informants. Data analysis was performed using SWOT analysis. This paper also explains the typology of innovation in the public sector and classifies the SI-MASHAJI application as a newly used public service innovation. The conclusion is that the Ministry of Religious Affairs of the Republic of Indonesia has tried to transform and adapt to the 4.0 era where services in Hajj dormitories are carried out digitally through the SI-MASHAJI Application. Service users in the Hajj dormitory will get all kinds of convenience in the field of services and information services in the Hajj dormitory and SI-MASHAJI is applied to support the value of accountability in the Ministry of Religious Affairs, especially in the Hajj dormitory.

**Keywords :** SI-MASHAJI, Ministry of Religious Affairs, Hajj Dormitory Service, Digitalization, Application



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## INTRODUCTION

In the use of Hajj dormitories outside the Hajj season, it is expected that good management and management are needed so that non-tax state revenues can be optimal in each dormitory. Maximizing State Property (BMN) can be one of the strategies to increase non-tax state revenue (PNBP). BMN maximization is carried out by utilizing assets owned by the government, such as buildings, vehicles, and land that are not used optimally (Arsyad, 2019; Navarro-Galera et al., 2018; Polishchuk et al., 2021). One way to maximize BMN is to optimize the use of these assets (Aisyah & Sutrisno, 2018). For example, by holding auctions or transferring the management rights of these assets to private parties who can use them more effectively and efficiently. In addition,

maximizing BMN can also be done by evaluating the assets owned, so that the actual condition and value of these assets can be known.

BMN maximization can also be done by managing these assets better, such as by carrying out periodic maintenance and maintenance, so that these assets can last longer and their selling value can be increased. In addition, by maximizing the use of assets owned, the government can also reduce operational costs and improve the efficiency of managing its assets. In the long run, maximizing BMN can make a positive contribution to non-tax state revenues ([Muhtarudin, 2021](#); [Pasolong, 2007](#); [Purwanto, 2020](#)). By maximizing the use of assets owned, the government can increase revenue from leasing or selling these assets, as well as reduce operational costs and improve the efficiency of managing its assets ([Haq, 2016](#); [Schmidhuber et al., 2019](#); [Sun et al., 2020](#); [Syarifudin, 2018](#)).

In utilizing BMN in the Hajj Dormitory, it is necessary to manage the Hajj dormitory well. So far, the Hajj dormitory is still managed by manual management so that in field observations there are still problems in the Hajj dormitory such as: (1) double recording of reservations, (2) taking time to see the condition and availability of rooms and buildings, (3) the possibility of losing user data is quite large and (4) the absence of transparency ([Mahardika & Muhyi, 2019](#); [Widyasari & Fauzi, 2020](#)).

Facing this, the Ministry of Religious Affairs, which focuses on improving its services through digital transformation, also touches the management of digital-based Hajj dormitory management ([Hill et al., 2019](#); [Kotler et al., 2016](#); [Lorange & Vancil, 2018](#)).

Facing this, the Ministry of Religious Affairs, which focuses on improving its services through digital transformation, also touches the management of digital-based Hajj dormitory management. The Indonesian Ministry of Religious Affairs has issued several regulations related to digital-based services, including:

1. Decree of the Minister of Religious Affairs (KMA) 788 of 2021 ([Keputusan Menteri Agama Nomor 788 Tahun 2021 tentang Pelaksanaan Sistem Pemerintahan Berbasis Elektronik \(SPBE\) di Kementerian Agama, 2021](#)) concerning the Implementation of the Electronic-Based Government System (SPBE) at the Ministry of Religious Affairs. This regulation aims to improve the quality of public services and the effectiveness of government performance within the Ministry of Religious Affairs through the use of modern and efficient information and communication technology.
2. Regulation of the Minister of Religious Affairs (PMA) Number 18 of 2020 ([Peraturan Menteri Pendayagunaan Aparatur Negara & Reformasi Birokrasi RI Nomor 5 Tahun 2018 tentang Pedoman Evaluasi SPBE, 2020](#)) concerning the Strategic Plan of the Ministry of Religious Affairs for 2020 - 2024. In this regulation, the Ministry of Religious Affairs establishes strategies to increase the use of information and communication technology in providing public services.
3. Decree of the Minister of Religious Affairs (KMA) Number 29 of 2020 concerning the Roadmap for Reform of the Ministry of Religious Affairs for 2020 – 2024. In this decree, the

- Ministry of Religious Affairs sets minimum service standards that must be met in providing public services, including in terms of the use of information and communication technology.
4. Circular Letter of the Minister of Religious Affairs Number SE.16 of 2020 concerning the Utilization of Information Technology in the Implementation of the Duties of the Ministry of Religious Affairs during the Covid-19 Pandemic. This circular provides direction to utilize information technology in carrying out religious duties, including in terms of providing public services and religious activities during the pandemic.
  5. Circular Letter of the Minister of Religious Affairs Number SE.13 of 2020 concerning the Implementation of the Duties of the Office of Religious Affairs during the Covid-19 Pandemic. This circular provides direction to strengthen the use of information technology in carrying out duties at the Office of Religious Affairs (KUA), including in terms of marriage registration and other religious administration.

The above regulations demonstrate the commitment of the Ministry of Religious Affairs in encouraging digital transformation in providing public services and religious duties. This is expected to increase the efficiency and effectiveness of public services and facilitate public access to religious services. Digital transformation in the Ministry of Religious Affairs aims to improve the efficiency, effectiveness, and quality of public services ([Ulya et al., 2020](#); [Umar, 2017](#)).

This paper discusses the innovation of Hajj dormitory management services at the Ministry of Religious Affairs through the SI-MASHAJI Application which has just been launched at the end of 2022. The SI-MASHAJI application is an application that facilitates the management and management of services in all Hajj Dormitories under the auspices of the Ministry of Religious Affairs. The SI-MASHAJI application is a website-shaped application designed to book Hajj buildings, halls, and dormitory rooms managed by the Ministry of Religious Affairs of the Republic of Indonesia. The purpose of designing the SI-MASHAJI application is to increase the effectiveness and use value of Hajj dormitory management in the Ministry of Religious Affairs of the Republic of Indonesia. With this application, it is expected to improve services at the Hajj Dormitory to be better and more transparent. The SI-MASHAJI application is an application that can be accessed through the Website by the public and Hajj Dormitory managers to book buildings, halls, lodging rooms and manasik fields. Within a few months of the trial period of using SI-MASHAJI, it is necessary to see the extent of the effectiveness of the SI-MASHAJI innovation used by Hajj Dormitories throughout Indonesia.

Effectiveness is a measurement method that can provide an image of the picture of planning both in terms of quality and time determined and focus on results. This study aims to evaluate the effectiveness of a program or activity using the SWOT method (Strengths, Weaknesses, Opportunities, Threats). The results of this study can be used to improve the effectiveness of the program or activity and provide recommendations for future improvement ([Nggini et al., 2019](#); [Prayitno, 2017](#); [Susanti, 2021](#)).

Effectiveness can also look at the ability to achieve a desired goal or result through an effective and efficient way. Effectiveness focuses on the results achieved and the extent to which the desired goals have been achieved taking into account the resources used. In the context of organizations,

effectiveness can be measured by looking at the extent to which organizational goals have been achieved, how much impact has been generated, and the extent to which the organization is able to meet the needs of customers or society ([Wijaya, 2019](#); [Yusuf & Hamzah, 2019](#)).

So in this study the author can see the extent of its effectiveness in the use of the SI-MASHAJI application, whether the SI-MASHAJI application is really feasible and effective in providing services to service users in the Hajj Dormitory? Services that are said to be appropriate and fast or effective if users get convenience in service and advantages and disadvantages of this application during the process of using it take place at the Ministry of Religious Affairs, especially the Hajj dormitory ([Rachmawati & Rahayu, 2019](#)).

## **METHOD**

This research was conducted with a descriptive study that provides a complete picture of the situation / situation and the relationship between variables. Descriptive research aims to describe or describe the phenomenon or characteristics of a population or sample. This research is carried out by collecting data related to the phenomenon under study, then analyzing and interpreting it descriptively. Through descriptive research can provide options to look at one or more variables ([Ruslan, 2003](#)). A qualitative approach with case studies is applied in this study where qualitative looks at field conditions by collecting data from informants. Case studies are intensive with various data sources and have limitations on time and location. The case raised was the SI-MASHAJI application owned by the Ministry of Religious Affairs with the operator informant in the Hajj Dormitory unit.

The data used are secondary data from SI-MASHAJI and primary data obtained from interviews with informants. Data obtained directly from the measuring instruments examined ([Miles, 2007](#); [Moleong, 2006](#)), evaluation is also carried out using SWOT analysis. ([Kotler et al., 2016](#)) SWOT analysis is an attempt to assess overall strengths, weaknesses, opportunities, and threats. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. SWOT analysis is usually done by dividing the organization into four categories, namely internal strengths and weaknesses and external opportunities and threats. SWOT analysis uses internal and external environment analysis tools that are performed at any given moment. With a good SWOT analysis, an innovation presented in a public sector organization can implement effective strategies by minimizing vulnerabilities and threats and prioritizing strengths and opportunities. This simple assumption, when applied correctly, has a major impact on the development of a success strategy.

## **RESULT AND DISCUSSION**

Innovative public service activities involve developing skills, experience and knowledge to improve or create products or services, methods and processes that have a high impact and create significant value. According to Muharam & Melawati, 2019, innovation in public services includes updating

technology or introducing new technology, generating creative ideas and simplifying procedures, approaches, methods or organizational structures to increase service value. According to Halvorsen ([Suwarno et al., 2015](#)), the typology of public sector innovation consists of new service innovation or improvement, process innovation, management innovation and system innovation.

Public sector innovation is a process by which governments look for new ways to improve performance and provide better services to society. Innovation in the public sector can result in significant changes in governance, increased efficiency, improved service quality, and progress in community development.

Innovation in the public sector is very important and necessary to improve performance and provide better public services to society. Innovation in the public sector can have a positive impact and provide solutions to problems faced by governments and society.

One example of innovation in the public sector is the use of information technology to improve the efficiency and quality of public services. For example, the use of the SI-MASHAJI application to make it easier for people to access public services at the Hajj Dormitory, such as facilitating Hajj Dormitories throughout Indonesia in the Hajj Dormitory management process.

Innovation in the public sector can also have a positive impact in increasing public participation in development. For example, the development of participatory mechanisms in development planning, such as dialogue forums or public consultations, so that communities can be directly involved in determining the development priorities needed.

However, on the other hand, innovation in the public sector can also pose challenges, such as lack of support from stakeholders, limited budgets, or lack of human resources who have the skills and knowledge to implement innovation.

Innovation can also affect work culture in the public sector because innovation requires changes in established ways of working. In the process of innovation, it may require changes in the organizational structure, the use of new technologies, or even a different way of thinking.

These changes can affect the work culture in the public sector, and can ultimately affect the effectiveness and efficiency of public services provided to the community. Innovation can trigger positive changes in work culture, such as increasing collaboration between work units or between governments and communities, accelerating decision making, or increasing creativity in finding solutions to problems faced.

However, on the other hand, innovation can also cause discomfort and resistance among employees who do not want to leave the established way of working. They may worry that innovation will change their role or responsibility, or that they lack the skills or knowledge needed to keep up with the innovation. If not managed properly, this can hinder the innovation process and slow down changes in work culture.

### **a. SI-MASHAJI Application as Public Service Innovation**

The SI-MASHAJI application is one type of service innovation in the public sector that is new or has been improved because it is an original achievement in providing services developed by the Ministry of Religious Affairs.

Based on the Regulation of the Minister of Religious Affairs Number 44 of 2014 concerning the main duties and functions of the Hajj Dormitory Technical Implementation Unit is to carry out the management of the Hajj Dormitory in the context of organizing Hajj and other services for the wider community. One of the functions of the Padang Hajj Dormitory is the implementation of information services, publication and provision of accommodation, the implementation of administration, finance, personnel, State Property, and Housekeeping. The management applied by the Technical Implementation Unit (UPT) in managing and utilizing the Hajj Dormitory which of course must be in accordance with the technical guidelines of the Ministry of Religious Affairs, is not impossible that there are inhibiting factors faced by UPT and may also affect the quality of service to the community during the off-season Hajj.

Outside the Hajj season, Hajj dormitories are also given the task of increasing non-tax state revenues (PNBP) in order to maximize State Property (BMN) assets in each Hajj dormitory. However, in service to the community outside the Hajj season, a problem was found, namely the absence of effective reservation facilities for the public regarding the use of facilities at the Hajj Dormitory. Reservations that are still carried out in the manual book are often an obstacle such as bookings recorded twice, taking a while to find bookings for the next few months and financial transactions that are still vulnerable and not transparent.

The SI-MASHAJI website-based application can be accessed in <https://haji.kemenag.go.id/asrama/> is the main service in this Hajj dormitory management information system. The use of this application is in accordance with the direction of the Director General of PHU Implementation in letter number: B- 07008/Dj/Dt.II.II.3/Hj.06/03/2023 on March 7, 2023. With the SI-MASHAJI application, it is expected to help Hajj dormitory management with the availability of digital-based facility reservation facilities and the availability of informative and communicative facilities related to digital-based facility reservations.

The background of the SI-MASHAJI Application innovation is a form of effort to accelerate public services, and avoid waste for the government side as public servants and the community who are recipients of services. With this program, the Ministry of Religious Affairs hopes that there will be transparency and speed in services at Hajj Dormitories throughout Indonesia. So with the Hajj Dormitory service activities can be monitored directly and the public can also make reservations directly or reservations through the SI-MASHAJI Website without having to visit the Hajj Dormitory.

In the SI-MASHAJI Application, there are currently 19 Hajj Dormitories that can be used by the community. The 19 Hajj Dormitories consist of 10 Technical Service Units (UPT) and 9 Hajj Dormitories between or transit.

Table 1. List of Hajj Dormitories using SI-MASHAJI Application

No.	Nama Asrama Haji	Klasifikasi
1.	Asrama Haji Embarkasi Aceh	UPT
2.	Asrama Haji Embarkasi Medan	UPT
3.	Asrama Haji Embarkasi Padang	UPT
4.	Asrama Haji Embarkasi Jakarta	UPT
5.	Asrama Haji Embarkasi Bekasi	UPT
6.	Asrama Haji Embarkasi Surabaya	UPT
7.	Asrama Haji Embarkasi Balikpapan	UPT
8.	Asrama Haji Embarkasi Banjarmasin	UPT
9.	Asrama Haji Embarkasi Makassar	UPT
10.	Asrama Haji Embarkasi Lombok	UPT
11.	Asrama Haji Maluku	Transit
12.	Asrama Haji Lampung	Transit
13.	Asrama Haji Papua Barat	Transit
14.	Asrama Haji Palu	Transit
15.	Asrama Haji Papua	Transit
16.	Asrama Haji Mamuju	Transit
17.	Asrama Haji Pontianak	Transit
18.	Asrama Haji Kaltara	Transit
19.	Asrama Haji Yoogyakarta	Transit

Source : SISKOHAT Data 2023

Of the 19 Hajj Dormitories, there are 3 types of BMN that can be used by the community, namely building rental services for meetings, room rental services for lodging and manasik field rental services. For building rental, there are also several building classifications that also adjust to the capacity and price of the building owned, for room rental also adjust to the capacity and price of rooms owned by the Hajj dormitory. However, for manasik field rental for price rates throughout Hajj dormitories throughout Indonesia have the same rates, namely for adults at a rate of Rp. 10,000, - per person and children at a rate of Rp. 5,000, - per person. All classifications of building, room and field rental services have been regulated in the Regulation of the Minister of Religious Affairs (PMA) Number 36 of 2019 concerning the Division of Tariff Zones for the Use of Facilities and Infrastructure Services at the Hajj Dormitory of the Ministry of Religious Affairs. The provision of this public service is present in each Hajj Dormitory so that it is managed directly by operators who are in the Hajj dormitory or dormitory managers.

## 1. User Costumer

User customer or user allows users to get information related to facilities, price lists, types of services and availability of facilities owned by Hajj dormitories. For customers who want to place an order, they can activate the account first on the register menu.

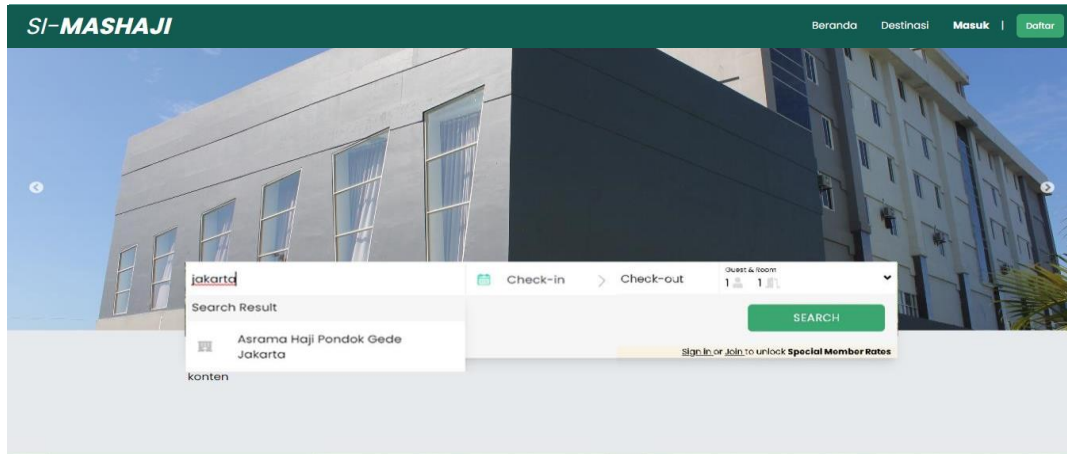


Figure 1. Main dashboard of SI-MASHAJI application for customer services

If you already have an account, users can directly enter the SI-MASHAJI web by pressing the login button then entering the email and password that have been registered then click the login button once again. Click forgot your password if the user forgets the SI-MASHAJI account password. After logging in, users can start searching for Hajj dormitories based on the desired location then a choice of Hajj dormitories will appear in the area. Click forgot your password if the user cannot log in because he forgot the SI-MASHAJI account password, enter the registered email then the system will send an email to reset the password. The system will display the address of the Hajj dormitory and the choice of rooms along with the available facilities according to the Hajj dormitory of the user's choice, After making a choice, you can immediately make a reservation by clicking the book now button. As well as payment can be made by online methods.

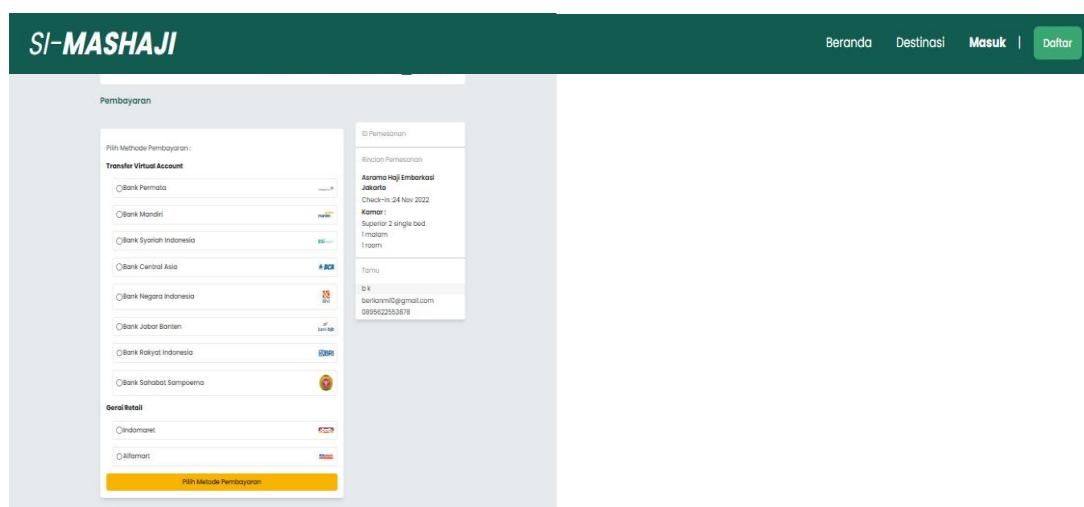


Figure 2. Display on payment menu



## 2. Dormitory users

This dormitory user is managed by the admin of each Hajj dormitory who is in charge of managing the application. Dormitory users are in charge of inputting the required data such as user data receptionist users, housekeeping user users and user marketing user data. Dormitory users are also tasked with inputting data, facilities and information needed in the SI-MASHAJI application through <https://haji.kemenag.go.id/asrama-adminpanel/user> or acting as the parent admin in each dormitory.

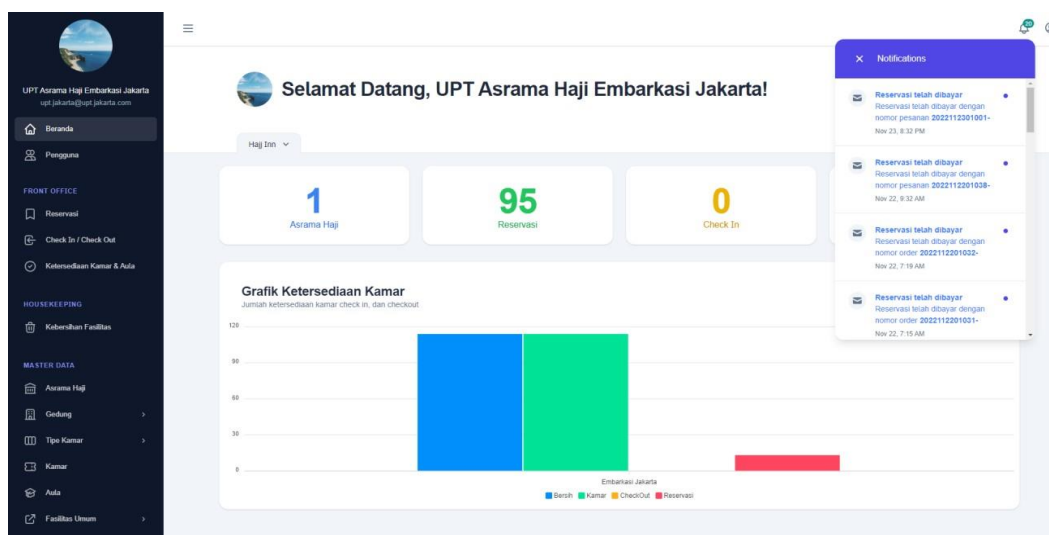


Figure 3. Dashboard on dormitory user display

Furthermore, the dormitory user has access to the user menu, reservation, check in / check out, room availability, cleanliness of facilities, master data and cash flow.

## 3. User Receptionis

This Front Office dashboard is used by the front desk staff to display data on the number of reservations, check in and check out. On the Reservation menu, the receptionist can check the status of ongoing reservation payments, the receptionist can also make reservations through this menu if there are guests who reserve directly at the Hajj dormitory. The front desk can monitor the check-in and check-out status of guests staying at the Hajj dormitory. The front desk can filter room and hall availability by building, room type, room, and date. On this Cash Flow menu, the receptionist can see the flow of funds entering the Hajj dormitory where he serves. This menu can be filtered by Hajj dormitory and date.

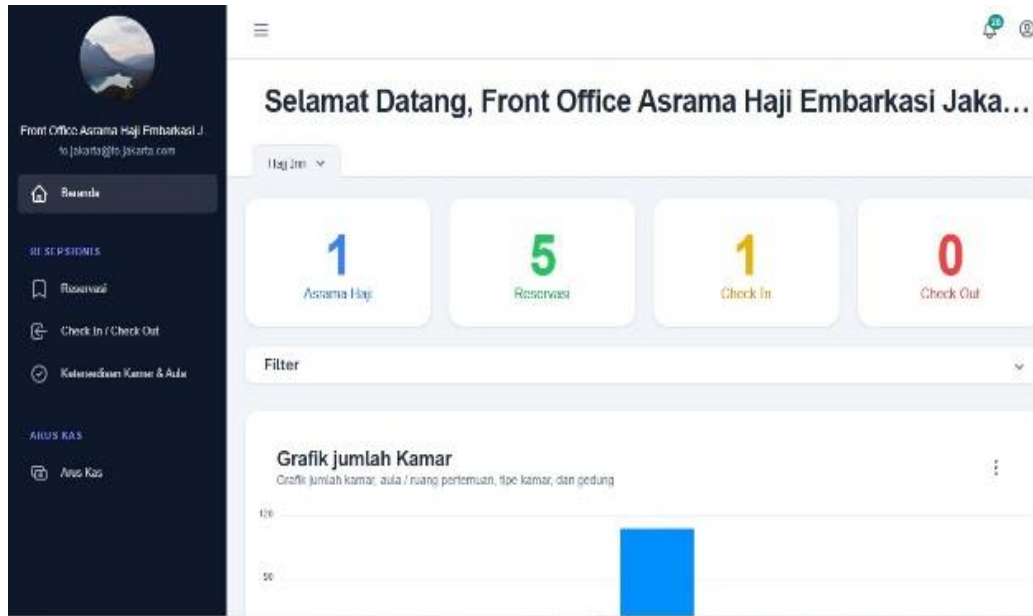
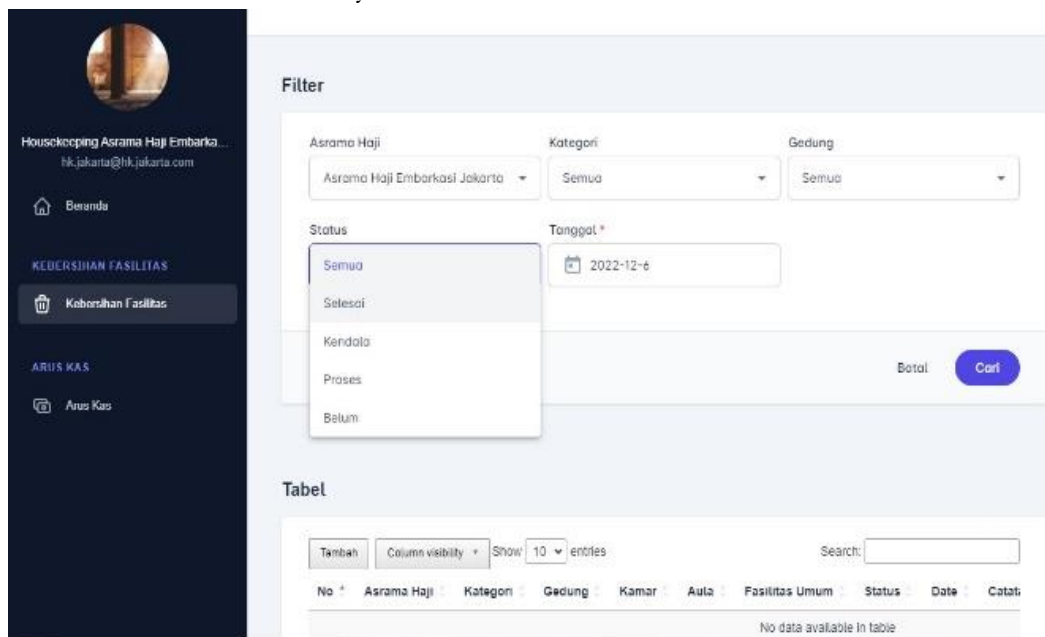


Figure 4. User receptionist dashboard display

#### 4. User Housekeeping

On the housekeeping dashboard of the facility cleanliness menu, officers can report the cleanliness status and readiness of the facility for reuse.



5.

Figure 5. Dashboard view of user housekeeping

## 5. User Marketing

User marketing serves to make reservations for service users who have collaborated before. In user marketing, there is a reservation menu that can be used to order service users

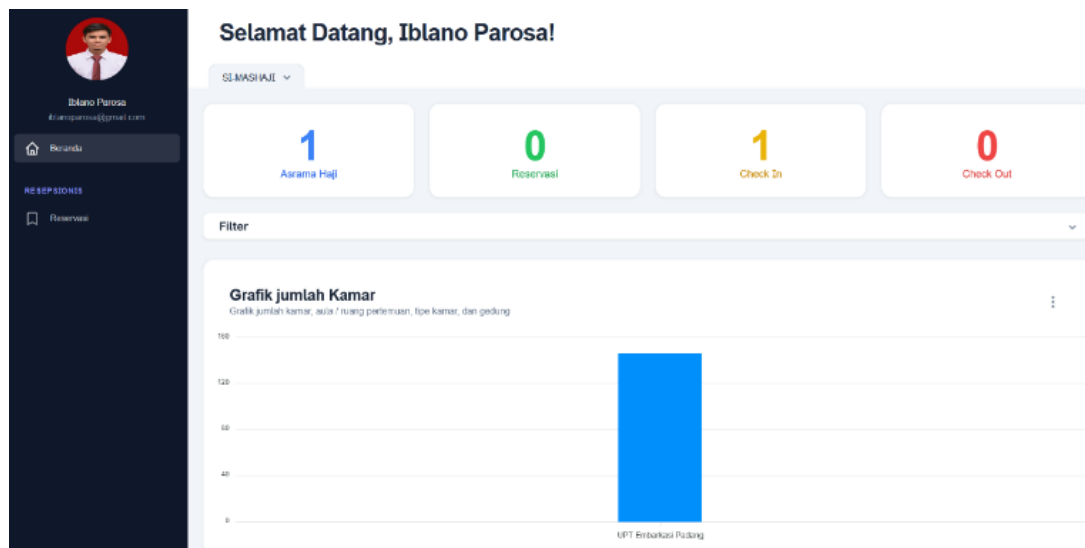


Figure 6. Dashboard view in user marketing

In this application, it also makes it easy for service users to make online-based payment processes. So there will also be changes in the cash flow of the Hajj dormitory which can be seen on the Cash Flow menu. The flow menu is a form of transparency that can be monitored by PHU users and internal Hajj dormitories, this is also a form of accountability built into the SI-MASHAJI application.

In the SI-MASHAJI application, it not only involves receptionists but also requires building officers who contribute to reporting the cleanliness of service facilities owned by the Hajj dormitory. This is reported by building cleaners or housekeeping through user housekeeping regularly and provides convenience to receptionists in determining the rooms that will be occupied by service users later.

### b. SWOT Analyst

From observations and research conducted within 2 months during the trial period of using the SI-MASHAJI Application in all Hajj Dormitories throughout Indonesia, the author conducted an analysis using SWOT. This SWOT analysis can help decision makers in better understanding the strengths, weaknesses, opportunities, and threats associated with the Hajj policy. In strategic planning of innovation in government policy, SWOT analysis can help the government and related stakeholders to evaluate existing innovation policies and plan new policies. This analysis can assist them in determining the right strategic steps to achieve their goals service and management in Hajj Dormitory, such as improving the quality of services in Hajj Dormitory and increasing Accountability in Hajj Dormitory. In addition, SWOT analysis can also help the government and stakeholders involved to identify new opportunities and threats in services at the Hajj Dormitory, so that human resources in the Hajj Dormitory can be better prepared and able to face environmental changes due to innovation that happened. In this case, the use of SWOT

analysis can help the government and related stakeholders to formulate more effective and efficient policies in service innovation at Hajj Dormitory, as well as help them to improve and improve the performance of the SI-MASHAJI Application in meeting the needs of Hajj dormitory service users.

1. Strength

- SI-MASHAJI allows people who use Hajj dormitory services to make reservations remotely.  
Can make orders and payments online.
- Making Hajj dormitories transparent regarding finances in PNBP receipts
- Provide convenience to customers to choose the type of service to be used
- Provide complete information regarding the type of service, facilities provided and complete price rates to customers
- Time efficiency in seeing the condition of the facilities owned

2. Weakness

- There is no manasik service booking menu, causing it to still use logging on manual management service bookings
- In room availability data, reception data and damaged room data have not provided a report form that can be uploaded as Ms Excel / PDF.
- On the Hall reservation menu, because the duration of use is 8 hours, 1 day can be 2 service users. However, when trying to make a reservation on the same day with different hours, you can't because the Hall is not available
- If 1 service user books more than 1 room, in the check-in menu, 1 reservation number can only choose 1 room number.
- The room condition menu at the user receptionis still displays dirty and damaged room conditions, it should not appear in order to narrow the search for rooms that are ready for use

3. Opportunities

- Increase the effectiveness of service access, payment for Hajj dormitory service users
- Increase accountability for Hajj dormitory evaluation
- Expanding access to information and time efficiency related to bookings and services accessible at Hajj dormitories

4. Threats

- Technology that develops must also be accompanied by improvements to the menu and features owned by this application.
- Field research and periodic improvements are imperative so that their weaknesses can be covered.

As long as this application is used by each Hajj dormitory, many reports have also been followed up by the Integrated Hajj Information and Computerization System (Siskohat) as the person in charge of developing this SI-MASHAJI application. The development carried out can be a gradual solution to overcome all existing weaknesses and threats, so that SI-MASHAJI can optimally become a solution in Hajj dormitory management in Indonesia. With the SI-MASHAJI

application, it is hoped that Hajj dormitory services can be more optimal and effective. The application can provide convenience and comfort for service users outside the Hajj season in registering, selecting rooms, and other services.

## CONCLUSION

The conclusions of this study are:

1. The Ministry of Religious Affairs of the Republic of Indonesia has made efforts to continue to change according to the times and also adapt to this 4.0 era. Where services in the Hajj dormitory are carried out digitally through the SI-MASHAJI Application.
2. Service users at the Hajj dormitory will get all kinds of conveniences in the field of services and service information at the Hajj dormitory.
3. SI-MASHAJI is implemented to support the value of accountability in the Ministry of Religious Affairs, especially in Hajj dormitories.
4. The Ministry of Religious Affairs and Siskohat continue to develop and improve this application so that it can be used by all Hajj Dormitories in Indonesia, both Hajj dormitories that have become UPT and transit Hajj dormitories.

Suggestion:

- a. To see the results related to the effectiveness of this application in the future, this research can be developed through quantitative methods, namely to see how the public views the SI-MASHAJI application. Quantitative research can be developed using the Technology Acceptance Model (TAM). This model can find out whether users have a positive response to the convenience and benefits of the SI-MASHAJI application.
- b. SI-MASHAJI application managers must continue to develop and improve this application. Receive advice from every Hajj dormitory user so that this application can be used perfectly. In addition, the person in charge of the application, namely the Siskohat field of the Ministry of Religion of the Republic of Indonesia, is expected to be able to make standard operating procedures (SOPs) in accordance with the rules for managing Hajj dormitories

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