

The Effect of Policy Implementation, Organization Culture, Organization Climate, Bureaucracy Reformation and Vertical Institution Performance on Religion Ministry Office Service Quality in Religious People Life Life in Pandeglang Regent of Banten Province

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Abstract- Religion has very important role and place in Indonesian life, in which this religion significant role and place are reflected from stipulation of Believe in the one and only God principle as first principles of five principles (Pancasila) as state philosophy, which also understood as principle that ensoul other principles of Pancasila. Religion development is not only an integral part of national development, but also part that should underlie and ensoul entire national development direction and goal, in which for 2005-2025 year period lead to the effort to: realizing vision of “Independent, Advanced, Fair and Prosperous Indonesia” and for Year 2014 Indonesian Vision are “The Realization of Prosperous, Democratic, and Equitable Indonesia”.

Index Terms— Policy, Organization Culture, Organization Climate, Bureaucracy Reformation and Performance

I. INTRODUCTION

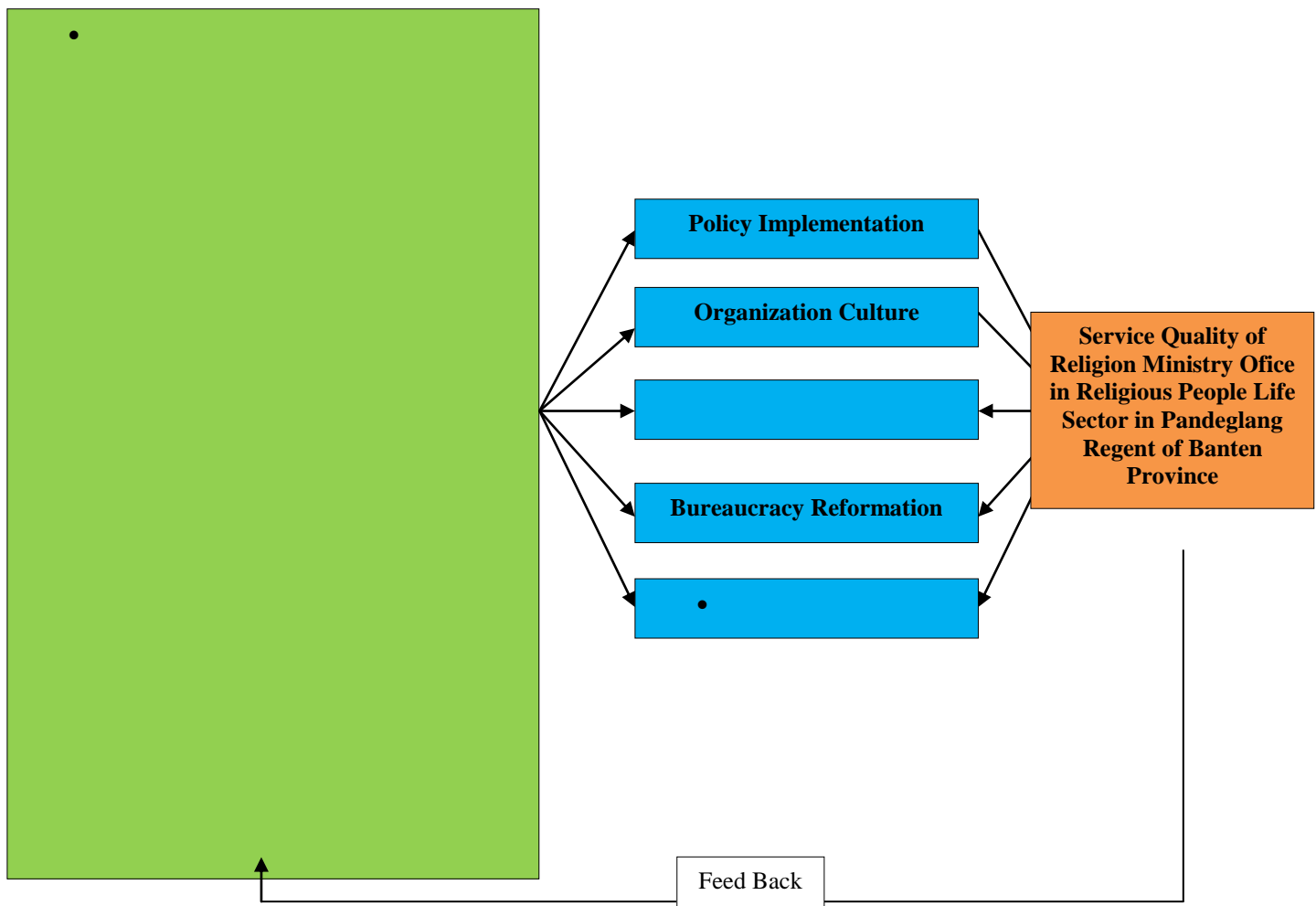
1. The low service quality of religious life for entire society structures by vertical institution (Ministry of Religion Office) in regional, that aren't still well served and the unmonitored religious deviance activities.

2. The lack quality of instructor and religious services in regional, especially through services area in available sub-districts.
3. The poorly organization quality and leader role in organizing its employess, still unable to coordinate employee to work optimally to serve society in effort of increasing religious people life services.
4. The lack of apparatus resources, either in quality and quantity and the expected competencies and compounded by lack of supporting facilities and funding for the implementation of optimal service duties for communities carried by Religious Ministry Office in Pandeglang Regent Area.
5. According to above point 4, in Office Administration section, its apparatus resource still need development in terms of excellent work planning, work plan making, activity implementation, reporting, monitoring, and evaluation, which are accommodative with vertical institution performance in region.
6. Low understanding on law and shari'a and difficulty in solving complicated complicated matter related to shari'a application in field which caused by less deep understanding from society related to applicable regulation.

7. Limited financial/funding capability in Religion Ministry Area (Kemenag) of Pandeglang Regent – Banten Province, so that religion and field service process experience various barrier which finally could interfere effort of achieving the desired optimal services.
8. Minimum service level in Religion Ministry Office in religious services, even the busy urban society are not willing to come by themselves to service point and they frequently use “pander (calo) service in attenuating their religious documents.
9. Policy implementation to empower local autonomy in empowering society religious life aren’t well implemented yet as expected by broad communities and Duties and Functions of Religion Ministry Office in Region. Therefore, changes expected by communities according to local autonomy spirit aren’t in accordance as it is expected, so that local autonomy especially the implemented one has not give society prosperity enhancement in people life, and inter-religious harmony.
10. Lack of participation and role of society which caused by low education level, religious knowledge and ability in Pandeglang Regent.
11. Lack information access obtained by society on society empowerment related to government programs on religion sector about to carried out by Religion Ministry Office in Religious Affairs Office (KUA) services in Sub-district area and uncondusive available Policy to develop society religious life, as it give more advantages for policy implementator and there are several local regulations that are still unable to accommodate society interest in fulfilling effort oh basic religious services needed by communities.

According to above backgrounds, then title of this research are ” The Effect of Policy Implementation, Organization Culture, Organization Climate, Bureaucracy Reformation and Vertical Institution Performance on Religion Ministry Office Service Quality in Religious People Life sector in Pandeglang Regent of Banten Province.

Figure 1. Research Framework of Thinking



II. RESEARCH METHOD

This research is an Explanatory Quantitative research. Research variables are classified into four parts, i.e., independent variable of policy implementation (X_1), Organization Culture (X_2), Organization Climate (X_3), Bureaucracy Reformation (X_4) and Vertical Institution Performance (X_5) and dependent variable of Quality Service (Y).

Research population are related at the Ministry of Religious Affairs in Field of Religious Life of Kabupaten Pandeglang in Banten Province and various parties considered as having relation with the problems studied, in amount of 1.388 people. By using Slovin formula 93 sample respondents were obtained. Data collection method are using literature study and field research with observation, questionnaire and interview. While data analysis method are using the following formulas: (1) descriptive statistics, (2) Validity and Reliability Test, (3) Classic Assumption Test (data normality test and multicollinearity), (4) Determination Analysis, (5) Simple and Multiple Linear Regression and Hypothesis test with t Test and F hitting Test. Research conducted in Kabupaten Pandeglang of Banten Province.

III. DISCUSSION AND RESEARCH FINDING

Before the findings of the study are discussed, the following section highlights the result of the tests to examine the data .

III.1. Reability Test

To see the coefficient reability of the questionners, Alpha Cronbach was calculated by using SPSS, and the results of reliability test for all variables were significant (0,727-0,773). Policy Implementation (X_1) has $\alpha = 0,773$, Organization Culture (X_2) has $\alpha = 0,750$, Organization Climate (X_3) has $\alpha = 0,727$, Bureaucracy Reformation (X_4) has $\alpha = 0,767$ dan Vertical Institution Performance (X_5) has $\alpha = 0,767$ and also dependent variable Service Quality (Y) has $\alpha = 0,910$. From the results, it can be seen that the questionnaires used for each variable are reliable, because all their coefficient reliability is higher then 0,6.

III.2. Validity Test

The validity of each point in the questionnaires was calculated by using “product moment” correlation technique. From 15 questionnaires responded by 415 subjects ($n=415$), α value was 0,05. If we compare this value of r_{table} which is 0,098, it can be concluded that each point in the instrument of all variables were valid (0,433-0,566). Policy Implementation (X_1) had value 0,486, Organization Culture (X_2) had value 0,433, Organization Climate (X_3) had value 0,566, Bureaucracy Reformation (X_4) had value 0,767 dan Kinerja Instansi Vertikal (X_5) had value 0,521 and also dependent variable Vertical Institution Performance (Y) had value 0,473.

III.3. Hypothesis Test

According to hypothesis test using *SPSS 17 for Windows* program, the following are calculation result of those five hypothesis:

- $\hat{Y} = 1,291 + 0,812 X_1$
- $\hat{Y} = 3,031 + 0,524 X_2$
- $\hat{Y} = 2,46 + 0,587X_3$

- $\hat{Y} = 2,779 + 0,570X_4$
- $\hat{Y} = 2,756 + 0,572 X_5$
- $\hat{Y} = 1,148 + 0,379 X_1 + 0,075 X_2 + 0,182 X_3 + 0,172 X_4 + 0,015 X_5$

III.4. Discussion

Policy Implementation (X_1) Effect on Religion Ministry Office Service Quality (Y)

From analysis result, that policy implementation was partially having significant positive and clear effect on Religion Ministry Office Service Quality in Religious People Life Sector in Pandeglang Regent of Banten Province, amounted to (73,8%) and the remaining 26,2% caused by other variables or factors.

Local autonomy implementation are authority delegation from central government to regional government of Regent/City. With the presence of local autonomy it is expected that bureaucracy apparatus could directly detect problems in society especially Service quality of Religion Ministry Office of Religious People Life Sector in Pandeglang Regent of Banten Provncice, Service quality of Religion Ministry Office of Religious People Life Sector in Pandeglang Regent of Banten Province, and society harmony in living society life that could directly serve society without having to wait for ling bureaucracy chain from local or provincial government in task and vertical institution performance extension.

According to theory proposed by Dwijowijoto (2003:158) stated that Policy Implementation are basically the way that could be implemented so that certain policy could reach its goal, described by Putt and Springer (1989:45) that Policy Implementation are set of activity and decision that simplify policy statement in formulation and represented into organization practice in Religion Ministry Office of Pandeglang Regent.

In order to implement policy, there are two possible choices, i.e.: directly implement it in form of programs or to derivative from public policy in religious people life sector.

Organization Culture (X_2) Effect on Religion Ministry Office Service Quality (Y)

From analysis result, it was proven that Organization Culture partially had significant positive and clear effect on Religion Ministry Office Service Quality in Religious People Life Sector in Pandeglang Regent of Banten Province amounted to 57,0%. Those effect could be seen from determination coefficient (R^2) of 0,570, indicating that Religion Office Ministry Service Quality were affectd by Organization Culture with dimension and indicators with several indicators as follows:

- Institution capability with full authorities
- Recruitment system improvement
- Accountable institution capabilities

It could be stated that Organization Culture (X_2) are so much needed in implementation of quality religious people life sector, so that unity of action between units and institutions of one and another could be achieved, so that what are expected could be achieved effectively and efficiently. It is intended that entire tasks, activities and works related with implementation are integrated with desired achievement, i.e., Religion Ministry Office Service Quality that satisfy communities of Pandeglang Regent.

In Organization Culture to enhance service quality in religious people life sector based on research result finding, in order to support the realization of service quality in Religious People Life Sector in Pandeglang Regent are inter alia control synchronization to ensure suitability between work and plan, programs, orders and regulations form Central (Ministry) with Religion Ministry Office of Pandeglang Regent by involving other people or sub-ordinate, capability to implement authorities and others that had been established including corrective actions to incapacities or deviations from policy implementation of vertical institution performance.

The importance of control synchronization by Central-Regional are uncompatibility between what are planned and programmed and operational fact. Thus, control synchronization needed for further coordination. As long as work on progress, control needed as guard and security, needed as operational implementation correction need, so that goal direction will not deviate from policy implementation in Religious People Life Sector nationally.

Organization Climate (X₃) Effect on Religion Ministry Office Service Quality (Y)

From analysis result, it was proven that organization climate was partially having huge positive and clear effect on Service Quality of Religion Ministry Office in Religious People Life Sector in Pandeglang Regent of Banten Province amounted to 68,7%, the biggest effect were on structure with clear commitment, institution capabilities with full authorities and bureaucracy information focus with available bureaucracy structure and analysis on service process.

From above description, it could be said that excellent organization climate has important role in determining the quality of certain service in Religious People Life Sector in Pandeglang Regent of Banten Province. In this reformation era, public service implementation for Service Quality enhancement of Religion Office Ministry could not be separated from supervision or control, either internal or external supervision, according to Article 35 verse (2) Act Number 25 Year 2009 on Public Service, public service implementation internal supervision are carried out through: (a) supervision by direct super-ordinate according to regulations; and (b) supervision by functional supervisor according to regulations, in order to support the realization of Service Quality of Religion Ministry Office in Religious People Life Sector.

Bureaucracy Reformation (X₄) Effect on Religion Ministry Office Service Quality (Y)

From analysis result, it was proven that bureaucracy reformation was partially having huge positive and clear effect on Service Quality of Religion Ministry Office in Religious People Life Sector in Pandeglang Regent of Banten Province amounted to 70,1%.

The realization of bureaucracy reformation in ideal Service Quality enhancement of Religion Ministry Office in Religious People Life are employee and society participation or involved in planning, execution and evaluation of policy implementation execution in Religion Ministry Office of Pandeglang Regent so that society and employee discover how significant were their participation in increasing service quality of Religion Ministry Office in order to enhance Service Quality of Religion Ministry Office in Religious People Life Sector in Pandeglang Regent of Banten Province.

According to Sadu Wasistiono (2002:22), policy implementation must be comprehensive from stages of implementation making, evaluation execution and its result utility. From those theory it was described that employee and society have important role and effect in determining Service Quality of Religion Office in Religious People Life Sector, which means society participation in certain process, i.e, service in Religious People Life are their right and obligation that cover planning, execution and evaluation in terms of society basic fulfillment on religion according to civil rights of respective citizen and society as outlined in 1945 Constitution as constitutional right that must be served by the state.

Related to the mentioned matters above, government from society will be formed if bureaucrat could redefine their task and function that could control service in Religious People Life Sector given by the bureaucracy. Control from society will create better public service as they will have better commitment, better care, and more creative in solving problem in effort of Service Quality enhancement of Religion Ministry Office in Religious People Life Sector.

As outlined by Osborne and Plastrik (2004: 322-323) who stated that:

“Society-owned government divert its control authority to the hand of society. Society are empowered, so that they could control service given by bureaucracy. With control from society, civil servant (and also elected official, and politician) will have better commitment, more care, and more creative in solving problems.”

With this control, then bureaucracy reformation will have strategic position in increasing public service quality, as bureaucracy reformation will become the most important part in delivering complain, critique and advices so that can be utilized as means of Service Quality of Religion Ministry Office, whilst service buracraracy organization are encouraged to make themselves more open and accustomed through learning process toward society service user need in Religious People Life Sector. Thus society will play important role not only as service “recipient” in Religious People Life Sector but also as supervising and monitoring party, as party who fight for change on religious policy implementation with service practices in Religious People Life Sector and as support providers of service in Religious People Life Sector itself into Service Quality enhancement of Religion Ministry Office in Religious People Life Sector in Pandeglang Regent of Banten Province.

Vertical Institution Performance (X₅) Effect on Religion Ministry Office Service Quality (Y)

From analysis result, it was proven that Vertical Institution Performance was partially having huge positive and clear effect on Service Quality of Religion Ministry Office in Religious People Life Sector in Pandeglang Regent of Banten Province amounted to 65,8%, the biggest effect were on responsibilities toward working activity and its instruction, expectation in work quality and achievement and priority in service creativity.

The realization of effective Vertical Institution Performance in Service Quality if Religion Office in Religious People Life Sector determined by supervision, implementation and corrective action standard as policy implementation process in determining performance size of Pandeglang Regent Religion Ministry Office organization.

Excellent vertical institution performance are basically entirely directed to prevent the possibility of manipulation and deviation from goal about to achieve in increasing Service Quality of Religion Ministry Office in Religious People Life Sector. Through excellent vertical institution performance it is expected that it could assist in performing religious service policy that already established to achieve planned goal effectively and efficiently. As a matter of fact, through supervision by organization, certain activity closely related with determination or evaluation on service implementation of Service Quality of Religion Ministry Office in Religious People Life Sector in Pandeglang Regent of Banten Province has excellently carried out, and also could detect how far is policy implementation carried out and the deviation occur on those policy implementation.

From above discussion, it could be said that excellent vertical institution performance has important role in determining the quality of Religion Ministry Office Service Quality in Religious People Life Sector in Pandeglang Regent of Banten Province, in which public service implementation for increasing Religion Ministry Office Service Quality could not be separated from supervision or control, either internal supervision or external supervision in Religion Ministry Office of Pandeglang Regent itself.

The Effect of Policy Implementation, Organization Culture, Organization Climate, Bureaucracy Reformation and Vertical Institution Performance.

Research shown that Policy Implementation, Organization Culture, Organization Climate, Bureaucracy Reformation and Vertical Institution Performance were equally effect Service Quality of Religion Ministry Office in Religious People Life Sector in Pandeglang Regent of Banten Province amounted to 86,9%.

Focusing from Dwiyanto perspective (2005:27) in developing public service, the following matters need to be improved:

- Bad governance experienced in public bureaucracy so far are result from complex interaction process from problem accumulation that stuck on public bureaucracy life so far.
- Wrong mindset so far related to mission from public bureaucracy itself, function and activity identity performed by bureaucracy in its daily activities.
- Poor government bureaucracy behavior frequently occur due to wrong mindset, that encourage its apparatus to conduct inappropriate behavior with society aspiration and desire.

From described theory above, then discussing related to Service Quality of Religion Ministry Office in Religious People Life Sector are closely related with the effectivity of Organization Culture, Organization Climate, Bureaucracy Reformation policy and excellent vertical institution performance in implementing service in Religious People Life Sector in Pandeglang Regent of Banten Province.

Implication and Research Result Finding

Research result shown that There was effect of Policy Implementation, Organization Culture, Organization Climate,

Bureaucracy Reformation and Vertical Institution Performance altogether on Service Quality of Religion Office Ministry in Religious People Life Sector in Pandeglang Regent of Banten Province.

Implication from this research are respondent positive attitude or society who gave statement that religious policy implementation has important role in realizing Religion Ministry Office Service Quality, supported with the effective and excellent Organization Culture and Organization Climate that could be obtained by creating ways for people to actively contribute by considering future-oriented policy implementation, competency and autonomy spirit awakening.

Beside above mentioned matters, Bureaucracy Reformation and Vertical Institution Performance effectivity could be achieved by employee and society participation by considering planning, implementation and evaluation in religious policy implementation, as from this employee and society participation we will obtain solution alternative to solve problem, effort implementation of problem prevention and employee and society involvement in evaluating on going changing process of Service Quality of Religion Ministry Office and Religious People Life Sector.

Thus, in each policy implementation (religious) government must refer as mandate contained in 1945 Constitution Preamble; promoting welfare of entire Indonesia society, which also mandate that state obliged to serve each citizen and society in fulfilling their basic needs in order to promote better society welfare according to *good governance* principles and democratic as reinforced by Act Number 25 Year 2009 on Public Service. Thus Pandeglang Regent Religion Ministry Office as Central Government institution (Vertical) obliged to always enhancing Service Quality of Religion Ministry Office in Religious People Life Sector in Pandeglang Regent of Banten Province as mandate in related applicable acts.

IV. CONCLUSION

1. There was effect of Policy Implementation on Service Quality of Religion Office Ministry in Religious People Life Sector in Pandeglang Regent of Banten Province positively and clearly amounted to 73,8%. Effect size of Policy Implementation to Service Quality of Religion Office Ministry in Religious People Life Sector in Pandeglang Regent of Banten Province were determined by responsible authorities, correct position/promotion, institution capabilities with full authorities in Religion Ministry of Pandeglang Regent in development of Religious People Life Sector.
2. There was effect of Organization Culture on Service Quality of Religion Office Ministry in Religious People Life Sector in Pandeglang Regent of Banten Province positively and clearly amounted to 57,0%. Effect size of Organization Culture to Service Quality of Religion Office Ministry in Religious People Life Sector in Pandeglang Regent of Banten Province were determined by institution capabilities with full authorities, recruitment system improvement, and capabilities of accountable institution in Religion Office Ministry of Pandeglang Regent in development of Religious People Life Sector.
3. There was effect of Organization Climate on Service Quality of Religion Office Ministry in Religious People

Life Sector in Pandeglang Regent of Banten Province positively and clearly amounted to 68,7%. Effect size of Organization Climate to Service Quality of Religion Office Ministry in Religious People Life Sector in Pandeglang Regent of Banten Province were determined by dimensions of structure with clear commitment, institution capabilities with full authorities and bureaucracy information focus with available bureaucracy structure analysis toward service process in Religion Ministry of Pandeglang Regent in development in Religious People Life Sector.

4. There was effect of Bureaucracy Reformation on Service Quality of Religion Office Ministry in Religious People Life Sector in Pandeglang Regent of Banten Province positively and clearly amounted to 70,1%. Effect size of Bureaucracy Reformation to Service Quality of Religion Office Ministry in Religious People Life Sector in Pandeglang Regent of Banten Province were determined by dimensions of system and institution performance improvement, political commitment improvement, and institution capabilities with full authorities in Religion Ministry of Pandeglang Regent in development in Religious People Life Sector.
5. There was effect of Vertical Institution Performance on Service Quality of Religion Office Ministry in Religious People Life Sector in Pandeglang Regent of Banten Province positively and clearly amounted to 65,8%. Effect size of Vertical Institution Performance to Service Quality of Religion Office Ministry in Religious People Life Sector in Pandeglang Regent of Banten Province were determined by dimensions of responsibility toward work activity and its directions, expectation in working quality and achievement and priority in service creativity in Religion Ministry of Pandeglang Regent in development of Religious People Life Sector.
6. There was effect of Policy Implementation, Organization Culture, Organization Climate, Bureaucracy Reformation and Vertical Institution Performance altogether on Service Quality of Religion Office Ministry in Religious People Life Sector in Pandeglang Regent of Banten Province positively and clearly amounted to 86,9%, in which the most influential dimension were material program and service environment, strategy and service authority and excellent placement program in Religion Ministry of Pandeglang Regent in development of Religious People Life Sector.

V. REKOMENDATION

1. Policy implementation (religious) that support the realization of Service Quality enhancement of Religion Ministry Office are:
 - Performing effective policy implementation supervision through SOP (*Standard Operating Procedure*) making and application, those religious policy implementation supervision are from central level (Religion Ministry).
 - Performing preventive supervision and subordinate inspection (through schools) via routine and measured warrant assignment (*surat perintah tugas*) according to

supervision evaluation from previous policy implementation.

2. Culture and Climate that support the realization of Service Quality enhancement of Religion Ministry are:
 - Religion Ministry Office of Pandeglang Regent organization should have further vision and having high *sense of change*, and culture that acknowledge its position in middle of constantly changing environment through media, dialogue, *coffee morning*, and other social media for condition evaluation in Religious People Life Sector in Pandeglang Regent.
3. Bureaucracy with vertical institution performance that support the realization of Service Quality enhancement of Religion Ministry, must be with:
 - Attitude / orientation sameness between Central and Regional religious service stakeholders through scheduled coordination meeting and integrated program of this inter-institution.
 - Control and communication pattern synchronization in religious policy implementation so that there will be no confusion and overlap in its coordination between local institution, central and communities.
4. Vertical institution performance of Pandeglang Regent Religion Office in determining kind, process and quality service in Religious People Life Sector could be fulfilled and realized through:
 - Regional role strengthening and religious organization and its networking through active and aware society development in Religious People Life sector internally and inside broader environment in keeping Service Quality of Religion Ministry Office itself.
 - Building awareness and socialization to Pandeglang Regent Religion Office Ministry with its KUAs in the importance of Service Quality of Religion Ministry Office in religious services so that they become more understand and aware of its right and obligation as good citizen in Religious People Life Sector.
5. In order to enhance service quality of Religion Ministry Office in Religious People Life in Pandeglang Regent of Banten Province to be better in the future and satisfy society and service user, the following are recommendations for service enhancement in Religious People Life Sector:
 - Conducting Socialization of Minimum Service Standar (SPM) to society so that they understand their right and obligation in Religious People Life.
 - Increasing apparatus competencies of Pandeglang Regent Religion Ministry Office who serve Religious People Life Sector and it is expected to broaden knowledge and increasing moral level and ethic in Religion

Ministry Office of Pandgelang Regent in performing its service duties.

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