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Digital Transformation Of The Mosque Information System (Simas) At The Cirebon City Office Of The Ministry Of Religiou Affairs

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Abstract

The Digital Transformation of the Mosque Information System (SIMAS) in Realizing Good Governance in the City of Cirebon is driven by the phenomenon of "formalistic administration" and an implementation gap in SIMAS, where data is often static and does not reflect actual condition on the ground. The purpose of this study is to identify the extent to which the digital transformation od SIMAS has been implemented and to analyze the determining factors that support good governance. The analysis was conducted using Richardus Eko Indrajit's E-Government theory, which encompasses three dimension: Support, Capacity, and Value The method used was descriptive qualitative research employing in-depth interview observation, and documentation. The result of the analysis indicate that the regulatory support dimension (PMA No 22/021) is strong, but operational control remain weak. The capacity dimension in hampered by the low digital literacy of DKM administrations and the high workload of the KUA. The value dimension is not yet optimal because SIMAS is still viewed as an administration database rather than a tool for public transparency. The Ministry of Religious Affairs in Cirebon City is implementing mitigation measures through a "proactive outreach" strategy and by requiring SIMAS data as a prerequisite for assistance to ensure accountability. The success of implementing the central application of the Indonesian Ministry of Religious Affairs at the regional level is highly dependent on local policy support and the strengthening of digital literacy

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BACKGROUND

Advance in information and communication technology (ICT) have sparked a wave of fundamental digital transformation across various sectors, demanding adaptation and innovation in public service. In the context of public administration, these demands are focused on the realization of the governance, which essentially rests on three main pillars: accountability, transparency, and service. The utilization of ICT within the framework of Good Governance in the public sector in realized through the concept of E-Government---a strategy to integrate technology into administrative processes, information provision, and public services in create a more responsive , open, and effective government. In ministries and agencies, including the Ministry of Religious Affairs (Kemenag)

The Ministry of Religious Affairs issued a policy through Decision of the Director General of Islamic Community Guidance No DJ.II/ 802 of (2014) on Standards for Mosque Management Development. The regulation explicitly mandates the use of information technology through the launch of the Mosque Information System (SIMAS). SIMAS in an online-based digital initiative designed to centralize and updated data on mosques and prayer room nationwide by assigning a National Mosque ID Number. The implementation of SIMAS in Cirebon City is expected to serve as a bridge for the digital transformation of religious services, ensure transparency in resource allocation, and enhance the accountability of mosque-related data to the public in accordance with the E-Government mandate.

To address these challenges, the Ministry of Religious Affairs launched the Mosque Information System (SIMAS), an online digital initiative designed to centralize and update data on mosque and prayer rooms throughout Indonesia. The implementation of SIMAS in Cirebon is expected to serves as bride for the digital transformation of religious service, ensure transparency in resource allocation, and enhance the accountability of mosque-related data to the public, in line with the E-Government mandate. SIMAS is positioned a a solution to integrate data, facilitate access to information, and support data-driven decision-making processes.

The implementation of SIMAS in Cirebon City is currently facing an implementation gap that the credibility of religious data. Although SIMAS is operational as a system, in substance it remains stuck in “formalistic administration”. This means that data entry is often performed solely to obtain a National Mosque ID Number as a formal requirement, but the data is then left

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unchanged without periodic updates. As a result, there is a sharp disparity between the profiles in the application and the physical reality of the mosques on the ground, which directly undermines the principle of public accountability.

The issue cam be examined in greater depth through the application of ((Indrajit, 2006) concept of e-government, which encompasses three critical dimension:

Support Dimension: The problem in Cirebon lies in weak policy controls and incentives. In practice , there Is not yet strong correlation between data activity in SIMAS and ease of access to government service or assistance. Without a policy that makes SIMAS data the sole reference for decision-making (e.g., a mandatory requirement for grant assistance) participation by the Mosque Prosperity Council (DKM) will remain low.

Capacity Dimension: There are serious operational challenges related to human resource capacity. At the Office of Religious Affairs (KUA) in Cirebon City, the staff's heavy workload often hinders data verification and validation. On the other hand, the low digital literacy of DKM administrations result in data entries that are often incomplete or even incorrect, leading the system to be viewed more as a technical burden than a managerial tool.

Value Dimension : The failure to provide added value to the public is the most critical issue. Currently, the public is unable to use SIMAS as a transparency tool to openly monitor the activities or financial reports of mosques. If SIMAS becomes nothing more than a "digital data graveyard" that provides no benefits to the public or the Mosque Management Board (DKM), then the essence of digital transformation in supporting good governance will never be achieved.

Given the urgency of the issue, the focus of this study on the implementation of SIMAS, and the need to measure its success in supporting the principles of e government and public accountability, this research aims to identify the extent to which the digital transformation of the Mosque Information System (SIMAS) has progressed and to analyze the factors determining its success or failure in supporting the realization of good governance in the religious sector.

LITERATURE RIVIEW

Digital transformation in defined as a profound change within an organization that leverages digital technology to achieve performance improvements and strategic objectives. Theoretically, this concept is strongly supported by two main perspectives. First, the Theory of Disruptive Innovation, introduced by (Christensen, 1997) emphasizes how new technologies fundamentally change the way value is created and delivered, forcing organization including those in the public sector to adapt or face disruption. Second, the Resource-Based View (RBV),

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developed by (Barney, 1991) based on the work of (Wernerfelt, 1984), is relevant because it views an organization's ability to integrate digital resources as a strategic capability that can create sustainable competitive advantage. Therefore, Digital Transformation goes beyond the mere adoption of technology; it is a strategic, operational, and cultural transformation.

The Minister of Religious Affairs is an aide President who heads the Ministry of Religious Affairs and is responsible for formulating and implementing national policies in the field of religion. The minister's primary functions include formulating policies regarding guidance for communities of various religions, organizing the Hajj and Umrah pilgrimages, and providing religious education to ensure harmony and high quality services for religious life. In practice, improving the transparency of donations and the efficiency of reporting has become one of the core values evaluated under the minister's leadership. Therefore, the implementation of SIMAS in Indonesia has been strengthened through a regulatory framework established by Director General of Islamic Community Guidance No DJ.II/ 802 of (2014) This regulation specifically designates SIMAS as the government's official tool for data collection, registration, and guidance of mosques and prayer halls nationwide to support the principles of good governance.

The implementation of this program is coordinated by the Ministry of Religious Affairs (Kemenag) through its technical unit, the Devision of Islamic Community Guidance (Bimas), which utilizes SIMAS as a strategic tool to ensure the accuracy of data and the legal status of Muslim places of worship. These places of worship are generally known as "masjid," which in English is "mosque," a term that literally means "place of prostration." A masjid is a building used as a place of worship for Muslims, but its function is not limited to the performance of prayer alone; it plays a central role as a center of civilization, a place for religious education (dakwah), and a means of economic and social empowerment for the community.

SIMAS is a digital-based public service transformation initiative developed by the Ministry of Religious Affairs to provide more transparent, faster, and accountable services for the registration, data collection, and mapping of mosques. Given its wide ranging functions, data integration through SIMAS is crucial to ensure that guidance and support can be provided optimally. To that end, this study focused on three key locations in the city of Cirebon, beginning with the Cirebon City Office of the Ministry of Religious Affairs, located on Brigjen Darsono By Pass Street, which serves as the regional-level policy-making and data management center. As field implementation units, the study also examined the Assalam Mosque, located on Brigjen Darsono Street in Sunyaragi Village, and the Nurul Muttaqin Mosque, located in Ciremai Giri, RT 03 RW 17, Kecapi Village. These locations were selected to assess the alignment of data between regulators

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at the ministry office level and the actual governance practices at the mosque level. The following is a diagram of the previous research:

Table 1 Overview of Previous Research

No	Researcher & Year	Research Title	Location	Focus and Key Findings
1	(Dika et al., 2023)	The Implementation of SIMAS to Improve Services	Kendal Regency	Focusing on Human Resource (HR) Readiness as a Determinant of Digital Service Effectiveness
2	(Himmah & Ahsani, 2024)	Optimization and Effectiveness of SIMAS Data Collection	Lumajang Regency	Focus on Inter-Agency Synergy (Ministry of Religious Affairs, KUA, DMI) to Ensure Data Validity.
3	(Mahfuzh, 2025)	Implementation of SIMAS as a Data Management Solution	Banyumas Regency	Focus on Financial Management and Fund Transparency Through Digital Systems.
4	Desi Angraini Y. (2021)	Implementation of SIMAS in Mosque Services	Parepare City	Focus on Qualitative Operational Enablers and Barriers.
5	Penelitian Anda (2025)	The Implementation of SIMAS in Achieving Good Governance	Cirebon City	New Development: Focus on Aligning Ministerial Regulation No. 22/2021 Between

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				the Regulator (Ministry of Religious Affairs) and the Implementing Units (Assalam and Nurul Muttaqin Mosques).

Public service is fundamentally a series of activities aimed at fulfilling service needs in accordance with laws and regulations for every and resident regarding goods, services, and/or administrative service provided by public service providers. To measure its quality, this study employs Public Service Theory through the Servqual model developed by (Parasuraman et al., 1988). This model analyzes service quality bases on five key dimensions that are highly relevant for evaluating SIMAS, namely: Tangibles (the platform's physical appearance), Reliability (system reliability), Responsiveness (operator responsiveness), Assurance (data security), and Empathy (attention to user needs).

Improving service quality through Digital Transformation a radical process that leverages technology to significantly enhance the performance or reach of government agencies. In the context of public administration , this transformation aims to reform bureaucratic structures to make them more rational and standardizes. This aligns with (Weber, 1922) Theory of Government regarding the Ideal Bureaucracy. Weber emphasized the need for an impersonal, hierarchical, and rule-based administrative system to achieve efficiency. The implementation of SIMAS serves as a concrete manifestation of bureaucratic rationalization within the Ministry of Religious Affairs, where error-prone manual processes have replaced by a predictable digital system.

At the operational stage, Digital Public Service are implemented through the concept of E-Government, which integrates technology into administrative processes. The success of this digital implementation is evaluated using Indrajit's E-Government Model which focuses on three main pillars :

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1. Support: The availability of a legal framework (Such Decree of the Director General of Islamic Community Guidance No. DJ.II/802 of 2014)
2. Capacity: Availability of technological resources and the capabilities of management personnel.
3. Value: The tangible benefits that the public experiences through transparency and efficiency

RESEARCH METHOD

This study employs a qualitative approach using a descriptive method through a case study. Descriptive research is a method that aims to accurately describe, present, and analyze phenomena based on facts observed in the field, without the intention of testing hypotheses

Philosophically, this method is grounded in post-positivism to study the natural setting of the research subject, in which the researcher acts as a key instrument (Sugiyono, 2018). This allows the researcher to be flexible in gathering data that emerges spontaneously in the field in order to address challenges related to the efficiency and accountability of religious services.

To ensure the credibility and validity of the data, this study employed a source and method triangulation technique. This strategy was implemented by cross referencing data obtained from various techniques to achieve a high degree of reliability:

- In-depth Interview: Conducted in a semi-structured manner with a key informant, Mr. H. Yuto Nasikin, M.Ag., Head of the Islamic Religious Affairs Section at the Ministry of Religious Affairs in Cirebon City. The interviews were also expanded to include SIMAS operators and DKM administrators (from Assalam Mosque and Nurul Muttaqin Mosque) to obtain both top-down and bottom-up perspectives.
- Direct Observation: The researcher conducted passive participatory observation of the use of the SIMAS dashboard, the mosque data verification process, and how technical issues were handled by Bimas Islam staff.
- Documentation: Collection of documents, including a summary of National Mosque IDs, standard operating procedures (SOPs) for mosque registration, and regulations derived from Decree of the Director General of Islamic Community Guidance No. DJ.II/802 of (2014)

The collected data was analyzes interactively using the (Miles et al., 2014) model, in which the process in not linier but rather cyclical, with the stages influencing one another. The analysis began with the data collection stage, which involved recording all finding from interviews, observations, and document reviews in detail in field notes. Next, the researcher performed data

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reduction to sort and simplify the information obtained by focusing on central issue related to good governance, so that data irrelevant to the aspects of SIMAS's efficiency an transparency could be set aside.

After the data been reduced the next step is data display, which involves organizing the information into descriptive matrices, table, or flowcharts to facilitate the identification of patterns in the digital implementation under study. This series of analyses concludes with drawing conclusion and verification, which is the process deriving deeper meaning from the presented data, followed by re-verification in the field. This aims to ensure that the initial conclusion formulated are credible, objective, and supported by consistent factual evidence.

RESULTS AND DISCUSSION

RESULT

Overview of the Digital Transformation of SIMAS in Cirebon City

The research finding indicate that the digital transformation of the Mosque Information System (SIMAS) at the Cirebon City of the Ministry of Religious Affairs has been formally implemented but has not yet been fully effective in substance. Formally, SIMAS has regulatory legitimacy, an implementing institutional structure, and operational procedures that establish it as the official instrument for data collection, registration, and management of mosques and musallas. Field finding indicate that this regulatory support has enabled the administrative digitization process to proceed, particularly in the issuance of mosque identification documents and the organization of institutional data. However, its substantive effectiveness remains limited because data update have not been consistent, the capacity of implementing actors in uneven, and the system's benefit to the public are still weaker than its legal-administrative functions. The pattern aligns with the literature, which emphasizes that the success of digital transformation cannot be measured solely by the availability of platforms and regulations, but also by the alignment between policy support, implementation capacity, and the public value generated (Prihartono, 2023)

A synthesis of the interview result shows that the "support" dimension has been relatively established through regulation and institutional commitment, but this has not yet been fully accompanied by routine monitoring and incentives for data updates. At the same time, the capacity dimension reveals the most significant obstacles, particularly regarding operators workloads, limited training, and low digital literacy among some DKM administrators. Meanwhile, the value dimension indicates that the benefit of SIMAS are felt more in terms of legal compliance

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and administrative order than as an interactive public service platform with broad for the community. This pattern of finding confirm the argument that e-government at the local level often experiences a gap between administrative success and substantive success, as also demonstrated in IMAS studies in other regions and in the SPBE review of digital public services (Neves & Silya, 2021)

Support Dimension

In terms of support, the research finding indicate that the implementation of SIMAS in Cirebon City underpinned by a relatively strong regulatory framework. The existence of national policies and public sector digital governance provides sufficient legitimacy for the operation of SIMAS as a tool for collection data on mosques. At the local level, the Cirebon City office of the Ministry of Religious Affairs specifically the Islamic community Guidance Section—has served as a policy guide and data coordination hub. These finding indicate the formal support at the institutional level is indeed in place, meaning that SIMAS does not stand as a technical initiative separate from the SPBE and e-government frameworks. These results are consistent with studies affirming that regulatory support and organizational commitment are fundamental prerequisites for the success of digital transformation in public services, including religious services (Huda & Yunas, 2016)

Nevertheless, strong support at the normative level has not yet been fully translated into effective implementation oversight at the field level. Interviews revealed that data-updating practices often cease a mosque obtains its National Mosque ID Number. This indicates a tendency toward formalistic administration, where the use of the system is geared more toward meeting legal requirements than toward building a sustainable data culture. This finding is clearly illustrated by a statement from Ustadz Abdul Wahid, a member of the Assalam Mosque Management Board (DKM), who stated:

> "*until now, we have viewed SIMAS merely as as procedural requirement for obtaining a National Mosque ID Number. Once we obtained that number for legal purpose—such as opening a bank account or applying for assistance—we rarely opened the app again because there were no routine obligation or direct oversight from the central office regarding updates to the data of management members who has since changed*"

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This quote indicates that formal institutional support has not yet fully materializes in the form of intensive operational assistance. In other words, support at the policy level is in place, but support at the level af day-today practice I still not strong enough to ensure the sustainability of data updates

These finding are consistent with the literature, which explains that support is not limited to regulation but also includes political will, oversight, public awareness campaigns, and strengthened inter-agency coordination. Studies on e-government implementation in various regions show that inadequate regulatory support can result in digital system that are active at launch but lack robust data maintenance and long-term utilization (Koniyo et al., 2023). In the context of the Cirebon City SIMAS, this evident in the tolerance of data that has not been updated for years, even though the registration status of mosques has been recorded in the system.

In this regard, the research finding also indicate improvement efforts by the Cirebon City Office of the Ministry of Religious Affairs. The Islamic Community Guidance Section is working to shift the orientation of SIMAS from a passive administrative tool to a primary reference (single source of truth) for decision-making. This effort is being carried out by emphasizing that access to various assistance programs, guidance, and institutional facilitation must be linked to active SIMAS data. Based on the research finding, this step is crucial because it has the potential to shift the logic of SIMAS usage from merely an incidental need to an ongoing administrative requirement. These finding indicate that strengthening support is not only understood as the provision of regulations but also as the development of incentive mechanisms, oversight, and cross-agency coordination. Therefore, it can be empirically affirmed that the support framework in Cirebon City is already in place as a foundation; however, its effectiveness still depends on consistent monitoring and the transformation of formal support into stronger operational commitments.

Capacity Dimension

While the main issue in the support dimension lies in the weak coercion of formal support into active oversight, he obstacle identified in the capacity dimension are more direct an operational in nature. Finding from observation and interviews indicate that the processes of data entry, verification, and updating in SIMAS ae still heavily influenced by human resource constraints, high operator workload, and disparities in digital proficiency among stakeholders. Internally, operators within the Ministry of Religious Affairs and KUA offices must handle other administrative tasks outside of SIMAS, meaning data verification cannot always be conducted thoroughly and on a regular basis. Externally, some DKM administrator lack sufficient digital

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literacy to upload documents, update institutional profiles, or maintain data consistency. These finding reinforce the result of previous studies indicating that the success of SIMAS and public digital services heavily depends on the readiness of human resources, training, and the supporting technological infrastructure (Rozikin et al., 2023)

The situation was clearly revealed in an interview with a member of Assalam Mosque Management Board, who stated:

> *"We on the mosque board actually want to keep our data organized, but to be honest, our board members' IT skills are still very limited. Sometimes we get confuse when we have to upload supporting documents or update financial data in the system. Without regular technical guidance, we often view SIMAS as a complicated technical burden rather than a managerial tool"*

This quote illustrates that capacity constraints are not only related to the availability of personnel, but also to users competency and confidence in interacting with the system. Thus, the main issue in the capacity dimension is not merely a "shortage of personnel" but rather a mismatch between the demands of the digital system and the technical readiness of its users.

Analytically, these result indicate that the digital transformation of SIMAS in Cirebon City still faces a capacity gap between the design and the social-organizational reality of its users. The availability of a centralized digital application does not automatically result in high-quality data updates if end users do not receive adequate guidance and training. This finding is consistent with the SPBE literature, which emphasize that technological and human capacities must develop simultaneously for digital transformation to proceed sustainably (Suryana et al., 2025).in this study, the capacity gap was also evident in the high workload of KUA operations, meaning that verification function do no always proceed in tandem with the need for field updates.

At the same time, the study's finding indicate that the Islamic Religious Affairs Section gas implemented a number of mitigation measures. In n interview, the Head of the Islamic Religious Affairs Section, H. Yuto Nasikin, S.Ag., M.Pd.I., stated:

> "We recognize that there is a gap between the system we have built and the readiness of our personnel in the field. Therefore, Bimas Islam is now taking a more proactive approach. We do not simply wait data to be entered into the dashboard; e also provide direct assistance to KUA operators and DKM administrators to ensure that data entry complies with the applicable SOP for mosque registration"

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These finding indicate that capacity-building efforts in Cirebon City are beginning to focus on an active mentoring approach, rather than merely delegating technical tasks to mosque operators of administrator. Substantively, this effort in important because it brings the system closer to its users and reduces the risk on input errors, data stagnation, and information gaps between the policy-making and implementation levels.

However, the research finding also indicate that the current support efforts stills need to be expanded into a sustainable capacity-building program, rather than an incidental intervention. As long as digital literacy of DKM administrator has not improved systematical and the data access infrastructure remain unreliable, the capacity to implement SIMAS will remain limited. Therefore, regarding this capacity dimension the study confirms that the most significant barriers to SIMAS's digital transformation in Cirebon City lie in limited technical capabilities, uneven capacity building, and a high operational burden on implementer. These conditions explain why the system which is formally operational has yet to produce consistent, high-quality data updates.

Value Dimension

Research finding on the "value" dimension indicate that primary benefits of SIMAS in Cirebon City re currently still concentrated on aspects of legality administrative order, and institutional data collection. Mosque registered in SIMAS find it easier to meet formal requirements, such as establishing institutional identity, fulfilling administrative requirement for assistance and strengthening their legal status. In a certain sense, these benefits are important and cannot be ignored, as they demonstrate that the system has added value in the administrative governance of mosque. However, the research finding also reveal that boarder public benefit—such as increased transparency of information, easier public access to mosque profiles and services, or the use of data to strengthen social and religious functions have yet to be fully realized. This finding aligns with previous studies that conclude that benefits of digitization only truly hold public value and the user community (Soegiono, 2018)

The limitations of this public value are evident in the fact that the general public has not yet utilized SIMAS as an open source of information regarding mosque activities, facilities, or governance. At the management level, the use of the system remains situational. This is reflected in interview responses stating: "SIMAS is used more often when there are administrative needs, while the direct benefits for the public are not yet very noticeable" This statement underscores that the value generated by SIMAS remains predominantly administrative and has not yet fully translated into tangible and sustainable public benefits. Thus, although internal efficiency has

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improved in terms of data collection, digital transformation has not yet fully transformed the service relationship between the government, mosque management, and the community. Field findings at Assalam Mosque in Sunyaragi Village and Nurul Muttaqin Mosque in Kecapi Village reveal a similar pattern. Both mosques have National IDs and are registered in the system, but the use of SIMAS data has not yet evolved into a managerial tool that supports economic empowerment, religious education, or the expansion of public information. This situation highlights a risk that this study refers to as a "digital data graveyard"—a state in which large amounts of data are collected but not actively utilized to strengthen the quality of governance and community services.

Nevertheless, the research finding indicate efforts by the Cirebon City Office of the Ministry of Religious Affairs to reposition the role of SIMAS. These efforts are aimed at enhancing transparency, integrating managerial function, and improving the efficiency with which mosque administrative access capacity-building programs and assistance. Empirically, this direction reflects an institutional awareness that SIMAS must not remain merely a passive database but must evolve into a more functional and valuable platform for stakeholders. From an outcomes perspective, this step is important because it opens up the possibility for SIMAS data to be used not only for formal verification but also to build public trust, expedite access to services, and support more accountable mosque governance. Thus, the results in the "value" dimension indicate that SIMAS has generated tangible administrative benefit but has not yet fully achieved the level of public value that serves as the highest measure of digital transformation success.

DISCUSSION

Substantive Aspects of SIMAS's Digital Transformation

This research finding indicate that the digital transformation of SIMAS in Cirebon City has met the formal aspects of implementation but has not yet fully yielded substantive effectiveness. This finding is significant because, in the literature on digital transformations in the public sector, success is no determined solely by the existence of application, regulations, and administrative procedures but rather by tangible changes in work processes, service quality and the public value generated (Afriyani et al., 2021) (Manik & Vishnu, 2024). Thus, when the research findings show that SIMAS already functions as an official data collection tool but is not consistently updated and has not yet provided broad benefits to the public, what becomes apparent is a gap between administrative digitization and true digital transformation. This situation underscores that digital formalization does not automatically equate to the modernization of governance.

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This finding aligns with the argument that e-government in Indonesia often progresses more rapidly on the institutional and regulatory fronts than in terms of fostering adoption, integrating processes, and enhancing public benefits (Susilawati et al., 2023) In the context of Cirebon City, as summarized in Figure 1 and Table 3 in the results section, the main issue is not the lack of government support for SIMAS, but rather the lack of alignment between support, capacity, and perceived benefits. This situation also reinforces (Indrajit, 2006) framework, which positions support, capacity, and value as three inseparable dimensions in assessing the success of public digital services (Setianingrum et al., 2021). When one of these dimensions lags behind, the system tends to stall at the formal operational stage. Therefore, the discussion regarding SIMAS in Cirebon City needs to be placed within a broader framework—namely, how digital transformation in the religious sector interacts with organizational dynamics, work culture, and user behavior at the local level.

Support Dimension

In term of support, the research finding show that SIMAS has relatively strong policy legitimacy. This consistent with the literature, which emphasize that regulatory support in the foundation for the sustainability of e-government, as regulatory provide direction, authority, and legitimacy for the use of digital system in public service (Pavleska & Sellitto, 2024) ; (Rahmadany, 2021). In the case of Cirebon City, the presence of the Ministry of Religious Affairs as the managing institution and the existence of policies that designate SIMAS as an official instrument indicate that formal support is in place. This finding is also consistent with a study of SIMAS in Kendal, which demonstrated inter-institutional coordination in the digital data collection of mosques (Dika et al., 2023)

However, the research finding also indicate that this formal has not yet been fully translated into consistent oversight of implementation. Data that has not been updated for an extended period, tolerance for stagnation following the issuance of nation mosque ISs and lack of strong incentive for DKM administrator suggest that support still function more a an umbrella of legitimacy than as a mechanism to drive organizational behavior. These findings expand our understanding of the dimensions of support within Indrajit's framework. Support cannot be understood merely as the existence of rules and leadership commitment; it must also encompass oversight, outreach, clarification of responsibilities, and sustained institutional encouragement (Batubara, Eka & Helmy, 2019) ; (Haspo & Frinaldi, 2020). In this regard, SIMAS in Cirebon City exhibits a characteristic that frequently arises in the implementation of digital policies at the local

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level: the government has succeeded in building the system and establishing rules, but has not yet fully succeeded in establishing data update compliance as a routine organizational practice.

These finding can also interpreted as an indicated of an implementation gap between national policy and local practices. The literature on digital transformation in the public sector emphasizes that successful implementation depends on the ability of local governments or implementing units to translate central government policies into clear and measurable operational mechanisms (Yusuf et al., 2023). In this study, the efforts of the Ministry of Religious Affairs in Cirebon City to make SIMAS the primary reference for facilitating assistance and guidance represent a crucial step, as they have the potential to shift the nature of support from symbolic to instrumental. If such mechanisms are strengthened, support will no longer be limited to regulatory legitimacy but will evolve into a governance instrument that influences the behavior of actors on the ground. The theoretical implication is that in digital religious services, the dimension of support must be understood not only as political and regulatory backing but also as an institution's capacity to create a sustainable data compliance ecosystem.

Capacity dimension

The capacity dimension emerged as the most critical issue in the study. The finding that operators workload are high, training is still inadequate, and the digital literacy of DKM administrators remain limited indicate that the digital transformation of SIMAS IN Cirebon City in hindered by implementation capacity issues. These results are highly consistent with various studies confirming that human resource capacity and technological infrastructure are determining factors in the sustainability of public digital services (Gumilar et al., 2021); (Hakim et al., 2021); (Tahir et al., 2025). In studies on the implementation of public digital services, operator capacity and technological readiness are key determinants of system performance and service quality (Wicaksono, 2020). Thus, the findings in Cirebon City are not an anomaly but rather confirm patterns that have emerged in the existing literature.

Interestingly, the result of this study show that capacity issue are not merely a matter of internal technical limitations within the bureaucracy, but also a matter of the social capacity of grassroots users. DKM administrative do not always view SIMAS as a managerial tools that facilitates their work, but often experience it as a technical burden that demands ne skills. This makes it clear that the digital transformation of religious service is cross-actor in nature. Failure to strengthen the capacity of a single actor will affect the entire service chain. The literature on digital transformation generally alignment of technology, people, work culture and organization

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goals (Gadzali et al., 2023). Therefore, when mosque administrators have difficulty uploading documents or updating data, the problem is not only a lack of individual competence but also the absence of a support framework that is sufficiently adaptive to the users profiles

These finding have important implication for understanding e-government in the religious sector . many government digital services are assumed to be successful once the platform is provided and account are issued. However, the results of this study show that system adoption is greatly influenced by the intensity of training, the ease of use of the interface, technical support, and the time available to users. Low digital literacy can turn a system that is meant to simplify processes into a source of new obstacles (Choirunnisa et al., 2023) In this context, the Cirebon City Ministry of Religious Affairs' initiative to provide proactive guidance is particularly relevant, as this approach bridges the gap between digital systems and user readiness. However, from a policy perspective, incidental guidance is not sufficient. There is a need to institutionalize periodic training, establish realistic verification roles, and provide infrastructure support that ensures stable access. Without these measures, capacity will continue to be a weak point that hinders the conversion of formal support into substantive benefits.

Value Dimension

In terms of value, this study shows that the benefit of SIMAS in Cirebon City are still more prominent in the aspects of legality and administrative order than in the public value perceived by the general public. This finding is important because the success of e-government depends on the elements of support, value, and capacity, where value measures the tangible benefit for service provider and the public (Sulismadi et al., 2017). If a system merely speeds up internal record-keeping but fails to enhance transparency, access to information, or the quality of community decision-making, then its public value remains limited. This is reflected in SIMAS in Cirebon City; the system has helped establish the legal status of mosques, but it has not yet fully developed into a public service platform that provides direct benefits to worshippers and the community.

These finding are consistent with the literature, which emphasizes that the public value of digital service depends on the level of utilization, the timeliness of data, and the system' ability to address users actual needs. In the case of SIMAS, the administrative value is relatively clear because mosque gain official recognition and access to formal administrative processes. However, broader public value remains limited because data is not consistently update, the system's functions are not yet fully interactive, and the public's use of the information has not yet

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developed. Therefore, the results of this study show that internal efficiency is not automatically synonymous with public value. A system may be considered a success by an institution because data has been collected, but it is not necessarily.

This discussion shows that the issue of value is closely related to the two previous dimensions SIMAS's low public value is not due to a flawed system concept, but father because monitoring support has not been consistent and data update capacity has been inadequate. In other words, value is not a standalone dimension, but rather the result of the interaction between institutional support and implementation capacity. This finding is theoretically significant because it reinforces the view that the assessment of e-government success must be relational, not partial (Sterrenberg, 2017). when support is strong but capacity is weak, public value tends to decline. When capacity is improved but there are no incentives for updates, public benefits remain suboptimal. This, this study confirms that for the religious services sector, public value will only grow when data is up-to-date, systems are activity used, and the public can experience the benefits of this information in their daily social and religious practices.

CONCLUSION

This study that digital transformation of the Mosque Information in Cirebon City has been implemented at the formal level but has not yet fully achieved substantive effectiveness in realizing good governance. The main finding indicate that the support dimension has been underpinned by strong regulation and institutional legitimacy, but this has not been accompanied by operational controls, monitoring of data updates and consistent implementation incentives. In the capacity dimension, the most prominent obstacles lie in the high workload of operators. Limited technical training, and low digital literacy among some members of the Mosque Prosperity Council. In the value dimension, the Mosque Information System tends on function as an instrument of legality and administration rather than a public service platform capable of strengthening transparency, accountability, and access to information for the community.

The implication of this study confirm the successful implementation of digital religious services at the local level depends heavily on the integration of policy support, the capacity of implementers, and benefits that are genuinely felt by users. Its academic contribution lies in expanding the scope of e-government research to a sector that has received relatively limited attention in the literature. In practical terms, he results of this study can serve as a basis for policy evaluation by the Ministry of Religious Affairs of Cirebon City to strengthen data updates, technical assistance, and the public benefit orientation of the Mosque Information System, Further research

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could develop a mixed-methods design to test the relationships between dimensions in a more measurable way and compare implementation across regions.

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