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Implementation of Human Resource Transformation in Adapting to the Digital Information System at Kantor Imigrasi Kelas I Tpi Malang

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Abstract: Digital transformation in public services refers to changing the way governments serve citizens through the use of technology, making processes faster, easier, and more transparent. Integrating data and processes across various agencies not only enhances efficiency but also strengthens accountability and public trust in government services. The traditional bureaucratic model often faces obstacles such as lengthy procedures, excessive document collection, and manual interventions that lead to non-transparency and opportunities for corruption. Public service is considered a crucial element for society in accordance with Law No. 25 of 2009. Its purpose is to support the fulfillment of diverse public needs and to emphasize the necessity for government institutions to operate optimally. The quality of governance can be measured by its ability to safeguard democracy, protect human rights, improve the public's economic welfare, and wisely protect and manage the nation's resources. Efforts to improve the quality of public services are crucial to strengthening public trust in the government. There is a significant need to enhance public services, as reflected by the low level of public satisfaction. Many complaints concern complex procedures, slow processes, high costs, and the unprofessional attitudes of officers that fail to reflect excellent service. Over time, however, public services have become increasingly important in streamlining bureaucratic systems. This study aims to determine how the implementation of employee human resource transformation responds to the digital information system at the Class I Immigration Office TPI Malang. The research uses a qualitative method, with data and information collected through interviews, observations, and literature or document studies. Informants in this study were selected using the snowball sampling technique. The digital skills of employees at the Class I Immigration Office TPI Malang are already good. These digital skills significantly increase productivity and efficiency through process automation, allowing employees to focus on higher-value tasks. There remains a need to improve digital literacy skills. Employee training and development at the Class I Immigration Office TPI Malang are well-implemented. Applying digital training effectively ensures that human resources are better prepared to face the challenges of digital information system transformation, adapt quickly to changes, and contribute significantly to achieving strategic goals. The implementation of digital services at the Class I Immigration Office TPI Malang is also good. Digital infrastructure is already evenly

distributed but still needs improvement, along with human resources who are technologically competent.

Keyword: Implementation, Digital Transformation, Human Resources.

INTRODUCTION

Digital transformation in public service reflects a fundamental change in how the government delivers services to citizens through the use of technology making processes faster, simpler, and more transparent. The integration of data and workflows across institutions not only improves efficiency but also strengthens accountability and public trust in government institutions. In contrast, traditional bureaucratic systems often face obstacles such as lengthy procedures, excessive paperwork, and manual interventions that reduce transparency and open opportunities for inefficiency or even corruption.

Public service plays a vital role in society, as emphasized in Law No. 25 of 2009, which states that the government must meet diverse community needs and ensure that public institutions operate effectively. The quality of governance is closely linked to its ability to uphold democratic values, protect human rights, promote economic welfare, and manage national resources wisely. Therefore, improving the quality of public services is a key step toward strengthening public confidence in the government.

Providing quality public services is one of the state's primary responsibilities, both in the form of accessible facilities and efficient administrative processes. The quality of these services often serves as an indicator of a country's development. A nation that aspires to progress must first ensure that its citizens receive efficient, fair, and responsive public services. In Indonesia, the government recognizes that when people receive the services they deserve, they are more likely to fulfill their civic duties with greater awareness and responsibility.

Despite various efforts to improve, there is still a significant need to enhance public service performance, as indicated by the relatively low level of public satisfaction. Common complaints include complicated procedures, long processing times, high administrative costs, and unprofessional service behavior. As public expectations continue to grow, the role of efficient public service becomes increasingly important in supporting the smooth operation of bureaucracy and the achievement of national development goals. Improving public service quality requires systematic and sustainable efforts simplifying administrative procedures, increasing operational efficiency, setting fair and transparent fees, and strengthening the competence and professionalism of public officials through training and development programs. With these improvements, public service institutions can provide better service quality, raise citizen satisfaction, and create a more efficient and responsive bureaucracy.

Each institution also has the responsibility to set clear performance targets for its employees, both individually and collectively, to ensure organizational goals are achieved effectively. Service quality can be assessed by how well an institution fulfills its duties and responsibilities while maintaining public satisfaction. At Kantor Imigrasi Kelas I TPI Malang, the number of passport applications reaches thousands each month, reflecting an increase in public mobility and demand for services. However, this rising demand is not matched by a proportional increase in human resources, which affects service quality and efficiency. This situation highlights the urgent need for human resource transformation, particularly in improving digital competence and adapting to digital information systems—to ensure that immigration services can continue to operate effectively, efficiently, and in line with the expectations of a modern, technology driven society.

Problem Identification

Referring to the discussion in the introduction, several key challenges have been identified in the process of Human Resource Transformation in Adapting to the Digital Information System at Kantor Imigrasi Kelas I TPI Malang. These issues highlight the areas that require focused attention to ensure the success of digital transformation initiatives within the institution. The identified problems are as follows:

- a. Limited employee competence
- b. Insufficient public socialization and awareness
- c. Low digital literacy among employees
- d. Inadequate infrastructure and supporting

Problem Statement

- a. What are the key supporting factors that enable and strengthen the transformation of human resources in adapting to the digital information system at Kantor Imigrasi Kelas I TPI Malang?
- b. What the challenges and obstacles are faced by employees in the process of adapting to and implementing the digital information system at Kantor Imigrasi Kelas I TPI Malang?
- c. What are the strategic efforts can be undertaken to improve the quality, competence, and readiness of human resources in facing the ongoing digital transformation within the institution?

METHOD

Research Approach

This study employs a qualitative research approach, which seeks to analyze and understand phenomena or events as they naturally occur. The qualitative method allows researchers to explore meanings, experiences, and perspectives in depth, rather than relying solely on numerical data. It emphasizes understanding the why and how behind human behavior and social processes within their real-life contexts. Data are collected and interpreted systematically to provide comprehensive insights that reflect the complexity of the phenomenon being studied (Creswell, 2016:4).

Furthermore, this research is descriptive in nature, aiming to describe, explain, and provide a holistic understanding of the research object as it appears in reality. The descriptive approach helps portray the existing conditions and patterns found during fieldwork, offering a detailed account of the observed phenomena. The data collected include written texts, field notes, memos, and supporting documents, all of which contribute to building a rich, contextualized understanding of the subject under investigation (Moleong, 2012:5).

Observation Phenomenon

To assess the Quality of Human Resources (HR) among employees in passport service delivery at the Class I Immigration Office TPI Malang, this study applies the effectiveness measurement theory proposed by Duncan, as cited in Richard M. Steers (1999:53). Duncan identifies three key indicators of organizational effectiveness goal achievement, integration, and adaptation which collectively serve as the analytical framework for this research.

Goal Achievement

Goal achievement refers to the collective efforts undertaken to realize organizational objectives, assessed through the process leading to those outcomes. To ensure the attainment of secure and sustainable goals, the process typically involves several phases, including setting sub-targets and establishing clear timeframes. The measurement of goal achievement focuses

on the extent to which objectives are met within the designated period and in accordance with established legal and organizational standards.

Integration

Integration serves as an indicator of an organization's performance in maintaining internal cohesion and external collaboration. It reflects the organization's ability to foster socialization, build consensus, and communicate effectively with other entities. Integration is therefore closely tied to the processes of coordination, shared understanding, and alignment of organizational goals with broader institutional networks.

Adaptation

Adaptation measures an organization's ability to adjust to changes in its internal and external environment. This capacity is crucial for sustaining performance amid evolving operational demands. In this study, adaptation is evaluated through indicators such as the improvement of employee competencies and the adequacy of facilities and infrastructure. The ability to adapt effectively determines how well an organization can manage workforce needs and maintain service quality in a dynamic context.

RESULTS AND DISCUSSION

Research Results

Supporting Factors in the Transformation of Human Resources in Adapting to the Digital Information System at Kantor Imigrasi Kelas I TPI Malang

Competency Development

Digital-based training has become an effective solution for enhancing employee competencies in the modern workplace. Such training encompasses various methods, including e-learning, webinars, video tutorials, and the utilization of Learning Management Systems (LMS). LMS platforms facilitate structured and accessible online training programs that accommodate diverse learning styles and schedules. According to Brown and Green (2021), the use of LMS increases flexibility in managing learning activities, allowing employees to learn at their own pace and convenience.

Based on interviews conducted with informants, it can be concluded that competency development in digital adaptation at the Class I Immigration Office TPI Malang has been implemented effectively. Employees' digital competence serves as a foundation for their ability to adapt in a technology-driven environment. Possessing strong digital literacy is not only crucial for individual productivity but also for collective team efficiency in achieving organizational goals. Employees who are digitally literate can more readily adapt to new systems, such as cloud-based platforms or collaborative software, which enhances interdepartmental collaboration and leads to higher-quality outcomes within shorter timeframes.

Leadership and Organizational Culture

Leadership plays a crucial role in shaping and maintaining an adaptive organizational culture, particularly in the context of digital transformation. Organizational culture serves several key functions, including defining boundaries, providing identity, and guiding members' behavior toward shared goals. Effective leaders recognize the importance of nurturing a culture that promotes collaboration, trust, and innovation. In the era of digital transformation, leadership must also foster a continuous learning culture, where employees are encouraged to constantly update and refine their skills in response to evolving technological demands.

Findings from interviews indicate that leadership and organizational culture at the Class I Immigration Office TPI Malang have successfully supported the digital transformation process. Employees are motivated to engage in continuous professional development, which

enhances their adaptability and technical competence in managing emerging challenges. This culture of ongoing learning not only strengthens organizational resilience but also enhances employee motivation and retention. When employees feel valued and given opportunities to grow, they tend to demonstrate greater commitment and performance consistency, which ultimately contributes to the organization's long-term sustainability.

Technological Support

While digitalization offers substantial benefits, it also presents several challenges for organizations seeking to integrate technology into human resource development. One of the primary obstacles is the high cost of technological investment, particularly for small and medium-sized organizations with limited budgets. Another significant issue involves the digital skills gap among employees, especially those less familiar with emerging technologies. As noted by Collins and Halverson (2009), bridging this gap requires structured foundational training to strengthen digital literacy across all employee levels. Additionally, data security remains a critical concern, as digital transformation necessitates robust systems to protect employee information from potential cyber threats.

From the interviews conducted, it can be concluded that technological support at Kantor Imigrasi Kelas I TPI Malang has significantly contributed to improving operational efficiency and employee retention. Automation has streamlined administrative tasks, reduced operational costs, and enabled data-driven decision-making. The use of analytics tools has provided leaders with deeper insights into employee performance, satisfaction, and engagement, allowing for proactive interventions and targeted improvements. Real-time performance monitoring has further enhanced efficiency and reduced organizational costs. Overall, the integration of technology has brought substantial advantages, including higher productivity, reduced expenses, improved decision-making, and increased employee satisfaction. Consequently, robust technological support provides a competitive advantage for the organization in navigating the evolving dynamics of digital public service delivery.

Challenges in Human Resources Transformation in Adapting to the Digital Information System at Kantor Imigrasi Kelas I TPI Malang

Resistance to Change

Employee resistance to digital transformation represents one of the most significant challenges in implementing new information systems. This resistance often arises from ingrained work habits, fear of uncertainty, and disparities in digital competence. Based on the findings, it can be inferred that at the Class I Immigration Office (TPI) Malang, some employees remain hesitant to embrace digital systems due to a sense of comfort with existing work methods. The introduction of new technologies can trigger anxiety about job security, self-efficacy, and the ability to adapt to rapid change. Furthermore, varying levels of digital literacy among employees contribute to uneven adaptation, which in turn slows the overall transformation process. Overcoming this challenge requires not only technical training but also the cultivation of a supportive organizational culture that encourages openness, confidence, and continuous learning.

Digital and Competency Gaps

Digital competence refers to the ability of human resources to master and effectively utilize technology in their daily work. In the digital era, technology has become an essential tool for achieving organizational efficiency and effectiveness. Employees are expected not only to operate technological tools and software proficiently but also to continuously adapt to the rapid pace of technological change. This adaptability includes the capacity for continuous learning, creative problem-solving, and agility in responding to emerging challenges. Communication and collaboration skills are equally crucial, particularly in virtual work

environments that rely on digital platforms such as email, instant messaging, and online collaboration tools. Furthermore, data analysis has become a valuable asset, enabling employees to interpret, process, and make decisions based on data-driven insights. Time and task management are also key competencies, as digital workflows often demand higher speed and complexity, requiring employees to prioritize effectively and meet deadlines efficiently.

At Kantor Imigrasi Kels I TPI Malang, limited employee understanding of digital information system procedures has emerged as a barrier to the optimal implementation of digital transformation. Although technological systems have been introduced, some employees still struggle to comprehend the digital workflow, resulting in slower service delivery, data input errors, and inefficiencies in system utilization. This gap has also led to dependency on a small number of tech-savvy staff, causing uneven workloads and suboptimal coordination across units.

Based on interview findings, the researcher concludes that digital and competency gaps represent a significant challenge in the human resource transformation process at the Immigration Office. Automation has also displaced certain job functions, necessitating continuous upskilling to remain relevant. Developing critical thinking, problem-solving, and creativity has therefore become vital to complement technology's growing role in public service.

This issue is compounded by a lack of targeted technical training and the absence of clear standard operating procedures (SOPs) for digital system usage, leading to confusion when employees encounter technical difficulties. To address this, continuous and practical training programs should be implemented, accompanied by technical support in each unit. These measures are expected to enhance employees' confidence and capability in operating digital systems, thereby improving the overall quality and efficiency of public service delivery.

Public Socialization and Awareness

The lack of effective public socialization regarding digital services has resulted in limited awareness among citizens about the availability, benefits, and proper use of these systems, leading to slow adoption and low participation rates. This issue is further exacerbated by the digital divide, low levels of digital literacy, and insufficient assistance for users. As a result, many members of the public particularly the elderly and those less familiar with technology struggle to use digital platforms and tend to prefer traditional, face-to-face service methods.

In the context of the Kantor Imigrasi Kelas I TPI Malang, insufficient public outreach has emerged as one of the key barriers to the effective implementation of digital transformation within government services. Although the institution has established adequate digital infrastructure and employees possess a decent level of digital competence, many members of the public still lack a comprehensive understanding of how to access and utilize available online services. This knowledge gap leads to continued reliance on conventional methods or confusion when interacting with digital systems. The limited dissemination of information whether through social media, official websites, or direct public engagement has hindered optimal utilization of digital services. Consequently, the intended goals of digitalization, such as improving efficiency, accessibility, and transparency in public services, have not been fully realized.

Based on interview findings, the researcher concludes that the lack of public socialization is a major constraint in the human resource transformation process for adapting to digital information systems at the Immigration Office. Older individuals or those with limited technological exposure often face greater difficulties in navigating digital platforms due to inadequate training and support. This unfamiliarity drives a preference for in-person interactions, undermining the efficiency gains that digital transformation aims to achieve. Therefore, digital innovation in public services will only deliver equitable benefits if

accompanied by comprehensive public education and outreach initiatives that ensure all segments of society can effectively engage with and benefit from digital systems.

Strategic for Human Resources Transformation in Adapting to the Digital Information System at Kantor Imigrasi Kelas I TPI Malang

Institutional Leadership Commitment

Komitmen pimpinan instansi sangat penting dalam transformasi SDM digital melalui pemberian kepemimpinan yang adaptif dan visi strategis untuk menciptakan budaya digital yang mendukung inovasi, pelatihan, dan pemanfaatan teknologi. Ini mencakup penyediaan sumber daya, dukungan terhadap pengembangan keterampilan digital, serta membangun budaya yang berfokus pada pembelajaran berkelanjutan dan kolaborasi.

Digital Literacy and Employee Training

Digital literacy and training programs are central strategies for preparing employees to navigate and utilize digital information systems effectively. These programs focus on developing both technical and non-technical competencies, including data analysis, artificial intelligence (AI), critical thinking, problem-solving, and digital communication. Through comprehensive training, employees not only acquire practical skills but also cultivate adaptability and resilience in the face of technological change.

Based on field observations, employees at the Class I Immigration Office TPI Malang have participated in targeted training initiatives designed to enhance their capacity in using automation tools, managing data-driven workflows, and understanding AI applications in administrative processes. The organization's emphasis on continuous learning enables employees to remain updated with technological advancements and fosters a culture of professional growth. This proactive approach ensures that staff are not only equipped to handle current systems but are also prepared for future innovations, ultimately strengthening organizational performance and service delivery in the digital era.

Collaboration with Digital Transformation Solution Providers

Collaboration with digital transformation solution providers represents a strategic approach to enhancing the effectiveness of human resource transformation. These partnerships enable organizations to integrate advanced technologies, streamline work processes, and elevate employee competencies through access to expert support and modern digital platforms. Based on field observations, such collaborations at the Class I Immigration Office TPI Malang have proven instrumental in ensuring a smooth transition toward digital operations.

Research Analysis

Employee Digital Skills

The digital transformation of human resources has brought significant improvements in productivity and efficiency by automating routine processes and allowing employees to focus on more strategic and value-added tasks. However, this transformation also demands a continuous enhancement of digital skills, including digital literacy, data analysis, and cybersecurity, to effectively manage emerging technologies such as Artificial Intelligence (AI) and the Internet of Things (IoT). One of the main challenges in this process is the digital divide that exists between different generations and job levels, as well as employees' resistance to change. In addition, training programs must be relevant, practical, and measurable to produce real results. The use of flexible learning methods, such as blended learning, can help address these challenges by combining online and in-person learning, ensuring that employees are better prepared to adapt to digital developments in their workplace.

Employee Training and Development

Findings from the study highlight that employee training and development play a crucial role in preparing staff for digital information systems. Training programs should focus on building digital competence—particularly in areas such as data literacy, AI applications, and cybersecurity—through accessible methods like e-learning and blended learning. Such approaches not only enhance productivity and efficiency but also create a more dynamic work environment that encourages innovation and collaboration. Moreover, digital-based training allows for more accurate performance evaluations and promotes continuous communication within the organization. A culture of lifelong learning should be fostered so that employees remain motivated to update their skills and knowledge in line with technological progress. This ensures that organizational objectives can be achieved effectively in the digital era.

Implementation of Digital Services

The implementation of digital transformation in human resource management has led to significant improvements in service quality, performance evaluation, and communication flow within organizations. Digital platforms enable real-time data management, allowing managers to make faster and more accurate decisions. At the same time, employees gain easier access to training resources and performance feedback through online systems. However, differences in digital competence across job levels remain a challenge that needs to be addressed through targeted and continuous training programs. Furthermore, organizations must develop adaptive strategies to overcome resistance to digital change. Building a workforce that is both digitally literate and open to innovation will strengthen institutional agility and ensure sustainable improvement in service delivery in an increasingly digital environment.

CONCLUSION

Conclusion

The findings indicate that the digital competence of employees at the Class I Immigration Office (TPI) Malang is generally at a strong level, contributing significantly to improved productivity and operational efficiency through automation and the ability to focus on higher-value tasks. Continuous enhancement of digital literacy remains essential to ensure adaptability to technological developments and the sustainability of transformation efforts. Employee training and development programs have been effectively implemented, fostering a workforce that is agile, innovative, and well-prepared to meet the challenges of digital transformation. The implementation of digital-based services has also progressed well, supported by adequate infrastructure and a workforce with a good understanding of technology. Nevertheless, ongoing improvement and capacity building are needed to optimize system integration and service quality. Overall, the institution demonstrates a positive trajectory in developing human resources capable of adapting to digital advancements and contributing meaningfully to the achievement of strategic organizational goals.

Suggestion

Based on the conclusions above, several recommendations can be proposed as the following:

1. The Class I Immigration Office (TPI) Malang needs to establish a sustainable learning ecosystem through training programs tailored to the specific needs of each individual, accompanied by regular data-driven evaluations to assess the effectiveness and impact of these programs. This approach will not only ensure that employees acquire relevant competencies in line with digital transformation demands but also foster a culture of continuous learning, adaptability, and innovation within the organization.
2. The Class I Immigration Office (TPI) Malang should enhance cross-unit collaboration and strengthen leadership involvement in the training process to reinforce the

organization's commitment to building an innovative and responsive work culture. Active participation from leaders not only fosters shared accountability but also encourages employees to embrace change, collaborate effectively, and contribute to the continuous improvement of organizational performance in the digital era.

3. Through well-planned and continuous digital training strategies, the Class I Immigration Office (TPI) Malang will be better equipped to develop a workforce that is competent, adaptive, and capable of competing amidst the ongoing technological disruptions. Such initiatives not only strengthen employees' digital literacy but also foster resilience and innovation, enabling the organization to remain agile and effective in responding to the evolving demands of the digital era..

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