SJP Sosioedukasi
JURNAL ILMIAH ILMU PENDIDIKAN DAN SOSIAL
ISSN: 2086-6135 E-ISSN: 2541-612x
Volume 15 No. 2. June 2026 https://ejournal.unibabwi.ac.id/index.php/sosioedukasi/index

GOVERNANCE OF THE INTEGRATED HAJJ COMPUTERIZATION SYSTEM (SISKOHAT) IN PROMOTING TRANSPARENCY FOR HAJJ PILGRIMS IN ACCORDANCE WITH LAW NO. 14 OF 2025 IN KUDUS REGENCY

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ARTICLE HISTORY
Received : 20-04-2026
Revised : 07-05-2026
Accepted : 15-06-2026

KEYWORDS
SISKOHAT Governance; Transparency of Hajj Administration; Public Information Services; Law Number 14 of 2025; Hajj Digital Governance;

ABSTRACT
The enactment of Law Number 14 of 2025 obligates Hajj administrators to implement transparency principles in the governance of Hajj services, particularly regarding queue systems, financial administration, and public access to information. However, the implementation of the Integrated Hajj Computerized System (SISKOHAT) at the PLHUT Office of Kudus Regency still encounters several challenges in realizing transparent digital governance. This research aims to analyze the governance of SISKOHAT in realizing transparency for prospective Hajj pilgrims in accordance with Law Number 14 of 2025 at the PLHUT Office of Kudus Regency. This study employs a descriptive-analytical qualitative method. Data were collected through in-depth interviews, direct observation, and documentation studies involving officers of the Hajj and Umrah Administration Section (PHU), SISKOHAT operators, representatives of prospective Hajj pilgrims, and officers from the Deposit Receiving Bank (BPS-BPIH). The results indicate that the governance of SISKOHAT in Kudus Regency has implemented several transparency principles, particularly through centralized queue systems, synchronization of financial data, and prevention of manual manipulation of portion numbers. Nevertheless, transparency has not yet been fully optimized because public accessibility to real-time information remains limited. The absence of integrated digital publication mechanisms and the limited number of human resources (HR) managing information services have affected the fulfillment of pilgrims' rights to obtain accurate and continuously updated information regarding queue positions and departure estimations. Therefore, strengthening digital publication systems and improving HR capacity are necessary to realize transparent Hajj administration governance in accordance with Law Number 14 of 2025.

INTRODUCTION

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The administration of the Hajj pilgrimage in Indonesia constitutes one of the most complex responsibilities of public service governance. As the country with the largest Hajj pilgrim population in the world, Indonesia continues to face serious challenges in managing the increasing number of registrants each year. The imbalance between the enthusiasm of prospective pilgrims and the limited annual Hajj quota has resulted in an increasingly long waiting period, reaching approximately 30 to 40 years in several regions. This condition not only creates administrative pressure on the government but also raises public concerns regarding fairness, certainty, and transparency in the management of Hajj queues. In such circumstances, transparency becomes an essential principle in maintaining public trust toward the governance of Hajj administration.

To address these challenges, the government developed the Integrated Hajj Computerized System (SISKOHAT) as a digital governance instrument in the administration of Hajj services. SISKOHAT functions not merely as a registration database system, but also as an information and communication technology (ICT)-based platform designed to support orderly, accountable, and transparent Hajj administration (Yuliani and Sarbini 2016). Through this system, various data related to Hajj registration, initial deposits, queue portions, departure schedules, and pilgrim administration are integrated into a centralized national database. Ideally, the implementation of SISKOHAT is expected to minimize administrative irregularities and ensure equal access to information for all prospective pilgrims.

However, the increasing complexity of Hajj administration has also generated new governance challenges, particularly regarding transparency and public access to information. In practice, prospective pilgrims often experience uncertainty regarding queue positions, changes in departure estimations, and the accessibility of real-time information. These conditions potentially create information asymmetry between organizers and pilgrims, where the government or system operators possess greater access to information compared to the public. According to Information Asymmetry Theory, such imbalance occurs when one party controls more complete information than another party, thereby creating unequal access and potential distrust within public services (Prasetyo 2022). Within the context of Hajj administration, information asymmetry may weaken public confidence in the objectivity and fairness of the queue system.

Several previous studies have examined the implementation of SISKOHAT from the perspective of service effectiveness and administrative modernization. Suzami et al. (2021) found that SISKOHAT contributed significantly to improving Hajj services in regional offices. Similarly, Hayatunnupus et al. (2024) explained that SISKOHAT operationally improved reporting effectiveness and administrative coordination in local Hajj administration. Nevertheless, most existing studies remain focused on procedural effectiveness and technical implementation aspects. Research specifically examining the governance of SISKOHAT from the perspective of legal transparency compliance remains relatively limited, particularly after the enactment of Law Number 14 of 2025. In fact, the issuance of this law marks an important shift in the paradigm of Hajj administration governance, from merely administrative management toward the protection of public rights to transparent and accurate information.

Although the aspect of transparency in Hajj services has begun to receive attention, studies examining deviations in queue data remain very limited. A legal study in the RechtJiva journal emphasized that although SISKOHAT enables real-time monitoring of registration status to suppress fraud, issues concerning the imbalance of waiting times between regions and indications of inequitable access for certain groups still frequently occur. Therefore, this research fills the literature gap (research gap) by integrating the theory of Information Asymmetry in auditing the governance of SISKOHAT in realizing transparency for Hajj pilgrims based on Law No. 14 of 2025 at the Kudus Regency level. Information Asymmetry Theory is a condition in which one party possesses more information than another party, thereby creating an imbalance of information between the parties (Aamanda, 2022). The novelty of this research lies in evaluating fluctuations in SISKOHAT governance based on specific transparency standards mandated by Law No. 14 of 2025. This legal compliance audit approach combined with data governance evaluation has not yet been deeply explored in previous studies, and is therefore expected to formulate a more equitable standard of queue transparency for pilgrims.

The urgency of this issue becomes increasingly relevant at the regional implementation level, particularly in Kudus Regency. Kudus Regency is one of the regions in Central Java with a relatively high number of Hajj registrants, resulting in significant administrative intensity within Hajj services. In practice, the implementation of SISKOHAT at the PLHUT Office of Kudus Regency still encounters several obstacles, especially regarding synchronization between internal system data and publicly accessible information. Although the internal database system has operated digitally and centrally, the dissemination of queue information and transparency mechanisms accessible to the public have not yet been fully optimized. This condition creates a gap between the ideal transparency mandated by Law Number 14 of 2025 and the actual governance practices experienced by prospective pilgrims in Kudus Regency.

In addition, the absence of integrated real-time publication through digital information platforms potentially limits public access to queue developments and departure certainty. Such conditions are significant because prolonged waiting periods without transparent information may trigger public suspicion, dissatisfaction, and distrust toward Hajj administration governance. Therefore, strengthening transparency through SISKOHAT governance becomes increasingly urgent, not only to improve administrative effectiveness but also to ensure the protection of pilgrims' civil rights in obtaining accurate and accessible information.

Based on these problems, this research focuses on examining the governance of SISKOHAT at the PLHUT Office of Kudus Regency in realizing transparency for prospective Hajj pilgrims in accordance with Law Number 14 of 2025. This study specifically employs Information Asymmetry Theory as an analytical framework to examine the imbalance of information access between organizers and pilgrims within the governance of Hajj administration. Through this approach, the research is expected to contribute to the development of a more transparent, accountable, and equitable governance model for SISKOHAT implementation at the regional level. Accordingly, the formulation of the problem in this study is: "How is the governance of SISKOHAT at the PLHUT Office of Kudus Regency in realizing transparency for prospective Hajj pilgrims in accordance with Law Number 14 of 2025?".

METHOD

This research employs a qualitative method with a descriptive-analytical approach to comprehensively understand the governance of the Integrated Hajj Computerized System (SISKOHAT) in realizing transparency for prospective Hajj pilgrims in accordance with Law Number 14 of 2025 at the PLHUT Office of Kudus Regency. The research was conducted at the Office of the Ministry of Hajj Affairs of Kudus Regency because Kudus Regency is one of the regions in Central Java with a relatively high intensity of Hajj registration and administrative services. The subjects of this research consisted of 6 informants, namely 1 Head of the Hajj and Umrah Administration Section (PHU), 2 SISKOHAT operators at the PLHUT Office of Kudus Regency, 2 representatives of prospective Hajj pilgrims for the year 2026 in Kudus Regency. These informants were selected because they are directly involved in the implementation and utilization of the SISKOHAT system within the governance of Hajj administration services.

The research data were collected through in-depth interviews, direct observation, and documentation studies (Sugiyono, 2019). Interviews were conducted to obtain information regarding the implementation of SISKOHAT governance and transparency mechanisms for prospective Hajj pilgrims, while observations and documentation studies were carried out to examine administrative processes, service implementation, and supporting regulations related to Hajj administration. All collected data were subsequently analyzed using the qualitative analysis model developed by Miles, Huberman, and Saldana, consisting of data reduction, data presentation, and conclusion drawing or verification (Miles, Huberman, and Saldana, 2014). The analyzed data were then systematically presented in descriptive narrative form. To ensure data validity, the researcher applied source triangulation and technique triangulation by comparing interview findings, observational results, and supporting documentation.

RESULT AND DISCUSSION

Transparency of Governance and the SISKOHAT Mechanism in Kudus Regency

The administration of the Hajj pilgrimage in Indonesia has experienced a significant increase in the number of registrants from year to year, thereby requiring the government to continuously strive to provide the best and highest-quality services annually. In the administration of Hajj services, the Ministry of Religious Affairs has developed a Hajj service data management system through the utilization of information and communication technology implemented in Indonesia and Saudi Arabia, known as the Integrated Hajj Computerized Information System (SISKOHAT). The Integrated Hajj Information and Computerization System (SISKOHAT) serves as the backbone of Hajj administration in Indonesia, aiming to streamline the registration bureaucracy. The development of SISKOHAT was designed to significantly improve the quality of Hajj pilgrimage services (L. Haji and Agama 2021).

The governance of SISKOHAT in Kudus Regency has currently adopted cloud computing-based technology to support real-time data updates. However, in its implementation, data integration on the official regional website has not yet achieved full synchronization as stipulated by the standards established on the portal of the Ministry of Hajj of the Republic of Indonesia, which is already in compliance with Law No. 14 of 2025. The primary obstacle in optimizing the comprehensive operationalization of digital services on a full-time basis originates from the limited quantity and capacity of Human Resources (HR), which still require improvement. Every prospective pilgrim registering for Hajj will immediately receive a portion number already registered in the national database. The data of prospective Hajj pilgrims who register will be inputted, including biometric records and validation of the initial deposit, which are automatically locked by the central server of the Ministry of Hajj and Umrah. This digital transparency effectively disrupts the authority

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of local operators, whereby officers at the Regency level no longer possess systemic authority to shift or alter the established sequence of portion numbers, thereby ensuring absolute certainty of the queue.

This mechanism is intended to prevent input errors or data manipulation. The transparency aspects of SISKOHAT concern data processing programs, including registration, settlement payments, cancellations, and Hajj documents.

Hajj registration consists of two categories, namely regular registration, which directly involves the government under certain requirements, and special registration, which concerns specific provisions and follows the regulations of the travel agency directly selected by the prospective pilgrim (Alfadhilah and Tahiyyah 2023). There are several stages that prospective Hajj pilgrims must undergo when registering for Hajj, namely: (a). Prospective Hajj pilgrims open a Hajj savings account at a BPS BPIH bank designated by the Ministry of Hajj and Umrah of Indonesia, (b). Prospective Hajj pilgrims bring the required Hajj registration documents to PLHUT, including: 1. Photocopy of Identity Card (KTP) 2. Photocopy of Family Card (KK) 3. Photocopy of marriage certificate 4. Photocopy of birth certificate, 5. Photocopy of blood type test results, 7. Two IDR 10,000 stamp duties, 8. Green folder 9. Photocopy of Hajj savings account book. (c). Prospective Hajj pilgrims fill out the Hajj Departure Registration Letter (SPPH) form provided by the PLHUT Office of Kudus Regency, (d). Prospective Hajj pilgrims submit the completed Hajj Departure Registration Letter (SPPH) form along with the required Hajj documents to the Hajj registration officer in order to obtain a Hajj queue portion number. Subsequently, the data are entered into the SISKOHAT application along with facial biometric recording. (e). Prospective Hajj pilgrims receive a printed SPPH.

The settlement payment of the Hajj Travel Cost (BPIH) constitutes the initial payment made at the time of registration. Settlement of Hajj costs is carried out based on the portion number obtained by customers after depositing initial funds of at least IDR 25,000,000. Customers who have obtained a portion number may check their estimated departure schedule through the Satu Haji application. Regarding settlement payments, many prospective Hajj pilgrims still do not understand that only prospective pilgrims who have entered the Hajj departure quota are entitled to complete the payment settlement (Keberangkatan and Pendahuluan 2016). Hajj documents constitute a highly important aspect in the departure process for the Hajj pilgrimage because the documents contain the identities of the pilgrims to facilitate identification in the event of unforeseen circumstances. Hajj documents or Hajj pilgrim passports are among the requirements for entry into Saudi Arabia.

The governance of Hajj administration in Indonesia has undergone significant transformation through the implementation of the Integrated Hajj Computerized System (SISKOHAT). The Ministry of Hajj Affairs of the Republic of Indonesia utilizes SISKOHAT as a national digital governance instrument to support transparency, accountability, and administrative effectiveness in Hajj services. Through this system, all administrative processes related to Hajj registration, validation of initial deposits, determination of queue portion numbers, payment settlements, cancellations, and departure schedules are integrated into a centralized national database. The implementation of SISKOHAT is intended to ensure that prospective pilgrims obtain accurate and transparent information regarding their Hajj administration status. Transparency within the governance of the Ministry of Hajj Affairs signifies openness in providing public access to information related to Hajj services, particularly concerning queue certainty, financial administration, and departure schedules. In practice, this transparency is expected to prevent manipulation of queue data, unequal access to information, and administrative irregularities within the Hajj pilgrimage system. The implementation of transparency through SISKOHAT is also strengthened by Law Number 14 of 2025, which emphasizes the obligation of Hajj organizers to provide information that is accurate, accessible, and continuously updated for prospective Hajj pilgrims.

In Kudus Regency, the governance of SISKOHAT has adopted cloud computing-based technology to support real-time data updates connected directly to the central server of the Ministry of Hajj Affairs of the Republic of Indonesia. Every prospective pilgrim registering for Hajj immediately receives a portion number that is automatically integrated into the national database system. The data entered include identity verification, biometric recording, and validation of the initial deposit at the Deposit Receiving Bank (BPS-BPIH). This centralized digital system limits the authority of local operators to alter queue sequences, thereby ensuring fairness and certainty of departure queues for all pilgrims. Nevertheless, based on field findings, transparency implementation at the PLHUT Office of Kudus Regency has not yet been fully optimized because the publication of queue information and administrative developments has not been comprehensively integrated into publicly accessible digital platforms. The limited quantity and capacity of human resources (HR) also become obstacles in maximizing digital information services. In practice, the governance of SISKOHAT in Kudus Regency includes several stages, namely opening a Hajj savings account at the Deposit Receiving Bank (BPS-BPIH), submission of administrative documents to PLHUT Kudus, input of pilgrim data into SISKOHAT, biometric recording, issuance of Hajj portion numbers, and synchronization of financial data with the central server. In

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addition, prospective pilgrims can monitor estimated departure schedules and financial settlement information through applications connected to the SISKOHAT system.

The transparency indicators implemented within the governance of SISKOHAT pursuant to Law Number 14 of 2025 are presented in the following table:

Table 1. SISKOHAT Transparency Indicators Under Law No. 14 of 2025

NO	Transparency	Definition
1	Open	Open means that nothing is concealed within the system concerning the rights of Hajj pilgrims (Endro, 2015).
a.	Real-Time	Information regarding quotas and queues must be publicly displayed through the official regional web platform connected to SISKOHAT in order to ensure transparency and accountability in Hajj administration (Yuliani and Sarbini 2016).
b.	Queue Position	If there are prospective pilgrims who cancel their portion, the sequence below must automatically move upward transparently within the system without manual intervention by officers in order to prevent manipulation of queue data (Rahmadhani, Susmayanti, and Wijayati 2025).
2	Easily Accessible Information	Access to information must not be bureaucratic or only accessible at the PLHUT Office of Kudus because public information services must be easily obtained by pilgrims through digital governance systems (Maryam 2016).
a.	PIHU (Hajj and Umrah Pilgrimage Administration)	Through applications connected to SISKOHAT, the people of Kudus can check Umrah bureaus or travel agencies on the official web platform of PLHUT Kudus in order to prevent fraudulent travel agencies or bureaus (Seftiroyani and Novia 2022).
b.	Finance	The settlement status of Hajj costs at banks (BPS-BPIH) must be directly updated in SISKOHAT and can be checked by prospective Hajj pilgrims through the Haji Pintar or Satu Haji application, allowing pilgrims to monitor payment status and benefit values transparently (Tomisa and Rosy 2018).
c.	Assets	SISKOHAT provides information regarding accommodation, aircraft, catering, and supporting Hajj facilities so that pilgrims can understand service standards prior to departure as part of public service transparency (Januratmo and Vic 2025).

Based on the research findings, there remains a gap between the transparency standards mandated by Law Number 14 of 2025 and the practical implementation of information governance at the PLHUT Office of Kudus Regency. Although the internal administrative system has operated digitally and centrally, public access to real-time queue information and transparency publication has not yet been fully integrated into regional digital information platforms. In Law Number 14 of 2025, transparency reflects openness in the implementation of public services and access to information related to public resource management. Therefore, transparency in SISKOHAT governance is not merely administrative openness, but also a form of legal protection for the civil rights of prospective Hajj pilgrims. Based on observations conducted by the researcher, the governance of SISKOHAT in Kudus Regency includes the validation of initial deposits at BPS-BPIH, biometric data recording, synchronization with the central server, and queue monitoring systems designed to minimize manipulation and administrative irregularities. However, the absence of fully integrated real-time publication mechanisms through official regional digital media indicates that the implementation of transparency in Kudus Regency still requires optimization to fully comply with the mandate of Law Number 14 of 2025.

The development of digital governance has encouraged public institutions to utilize information technology and social media as instruments to strengthen transparency and public communication. The use of digital platforms enables government institutions to disseminate information more effectively, increase accessibility of public services, and strengthen public trust toward governance systems (Padeiro, et al. 2021). In addition, information and communication technology (ICT) also functions as an important mechanism in creating transparency and preventing administrative irregularities within public services through open information systems and digital accountability (Bertot, J. C., Jaeger, P. T., & Grimes, J. M., 2010). Transparency through internet-based governance further strengthens institutional accountability because the public can independently access and monitor administrative information in real-time (Margetts, 2011).

This research highlights the existence of a disconnection between the mandate of Law No. 14 of 2025 concerning asset transparency and information governance and the actual practices in the field at the PLHUT Office of Kudus Regency. In Kudus Regency, the PLHUT Office is responsible for ensuring that the entire registration process for prospective Hajj pilgrims is conducted transparently in accordance with Law Number 14 of 2025. However, field findings indicate that the system has not yet adopted an integrated digital publication mechanism. The primary instrument in realizing this objective is the Integrated Hajj Information and Computerization System (SISKOHAT). In Law Number 14 of 2025, transparency in the administration of the Hajj pilgrimage signifies openness. Thus, transparency may be interpreted as openness in carrying out the process of an activity (Endro, 2015). Accordingly, transparency constitutes governmental openness in providing information related to public resource management activities to parties requiring such information (Yuliani and Sarbini 2016). Kudus Regency, as a region with a relatively high number of Hajj registrants in Central Java, demands a stable system. Based on the research conducted by the author, the governance of SISKOHAT encompasses a series of processes ranging from validation of initial deposits at the Deposit Receiving Bank (BPS), biometric data input, to data synchronization with the central server.

Implementation of the Transparency Mandate Based on Law No. 14 of 2025

The implementation of transparency in the governance of the Integrated Hajj Computerized System (SISKOHAT) at the PLHUT Office of Kudus Regency constitutes not only an administrative obligation but also a form of compliance with the legal mandate contained in Law Number 14 of 2025. This law emphasizes that prospective Hajj pilgrims have the right to obtain transparent, accurate, and accessible information regarding queue positions, departure schedules, financial settlements, and administrative procedures. Based on the results of this research, the implementation of transparency in Kudus Regency has generally reflected several indicators mandated under Law Number 14 of 2025, particularly regarding centralized queue systems, synchronization of financial data, and the use of digital registration systems connected directly to the national SISKOHAT server. Every prospective pilgrim who registers at the PLHUT Office of Kudus Regency receives a portion number automatically integrated into the national database after validation of identity documents, biometric recording, and confirmation of the initial deposit through the Deposit Receiving Bank (BPS-BPIH). This mechanism has minimized opportunities for queue manipulation because local officers no longer possess authority to manually alter queue sequences within the system.

However, the research findings indicate that the implementation of transparency at the PLHUT Office of Kudus Regency has not yet been fully optimal. Although internally the SISKOHAT system already operates transparently and in real-time, public accessibility to information remains limited because queue updates and administrative developments have not yet been comprehensively published through integrated regional digital platforms. Several transparency indicators have been implemented, particularly regarding automatic queue synchronization, financial integration with banks, and biometric verification systems. Nevertheless, broader public access to real-time information is still constrained by the limited number and capacity of human resources (HR) responsible for managing digital publication and information dissemination. This condition was confirmed through interviews with the Head of the PLHUT Office of Kudus Regency, who stated:

"*At present, the SISKOHAT system in Kudus Regency has already been connected directly to the central server, so queue numbers and registration data cannot be manipulated manually by local officers. However, we acknowledge that the transparency of public information has not yet been fully optimal because the number of human resources handling digital publication and public information services remains limited*."

This statement demonstrates that the implementation of transparency at PLHUT Kudus has substantively fulfilled several indicators of openness mandated by Law Number 14 of 2025, particularly in preventing manipulation of queue data and ensuring fairness within the departure system. Nevertheless, transparency in terms of public accessibility has not yet been fully realized because information dissemination remains concentrated within internal administrative services. Similar findings were also conveyed by one of the SISKOHAT operators at PLHUT Kudus, who explained:

"*The data inside the system are already transparent internally because every registration process, payment validation, cancellation, and departure estimation is directly synchronized with the national server. However, for external publication to the public, we still face technical obstacles and limited personnel managing digital information services*".

The implementation of transparency is also reflected in the synchronization between the Deposit Receiving Bank (BPS-BPIH) and the central SISKOHAT server. When prospective pilgrims make an initial Hajj deposit, the banking system automatically transmits financial data into the national SISKOHAT database. After verification, the system

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automatically issues the pilgrim's queue portion number without manual intervention from officers. Through this mechanism, opportunities for inserted pilgrims or manipulation of departure sequences can be minimized. In addition, prospective pilgrims are able to monitor estimated departure schedules and payment information through applications connected to SISKOHAT such as Satu Haji. This indicates that several transparency indicators regulated in Law Number 14 of 2025 have already been implemented within the governance of Hajj administration in Kudus Regency.

The governance of SISKOHAT at the PLHUT Office of Kudus Regency can be categorized as partially transparent because several indicators of transparency have already been implemented effectively, particularly regarding centralized queue systems, financial synchronization, and protection against data manipulation. However, transparency has not yet been fully optimized in terms of public digital accessibility and dissemination of real-time information due to limitations in human resources and regional digital publication infrastructure. Therefore, strengthening digital information services and improving HR capacity remain essential efforts in realizing full transparency of Hajj administration governance in accordance with Law Number 14 of 2025.

This synchronization is designed to ensure that every financial transaction conducted by prospective Hajj pilgrims is validated in real-time without manual intervention that could risk data manipulation (Haji, Umrah, and Indonesia 2025). In this process, when pilgrims make an initial deposit at the bank, the banking system automatically transmits a financial data package to the central SISKOHAT server. Once the financial data package is received and verified in accordance with the pilgrim's account number, the SISKOHAT system will automatically issue a portion number for the prospective Hajj pilgrim. Through this system, there is no opportunity for inserted pilgrims because the portion number is automatically synchronized with the transaction mutation data in the deposit receiving bank. This is in line with the transparency mandate stipulated in Law Number 14 of 2025 (Nomor 2025).

The implementation of Hajj administration policies at the PLHUT Office of Kudus not only focuses on administrative-digital aspects through SISKOHAT, but also encompasses the provision of physical infrastructure in the form of a miniature Kaaba as a representation of efforts to objectify the worship experience of Hajj pilgrims at the local level.

Analysis of Information Asymmetry in Hajj Administration

The administration of Hajj and Umrah pilgrimages requires a transparent governance system to ensure that prospective pilgrims obtain equal access to information regarding registration, departure schedules, financial settlements, and supporting Hajj facilities. In Kudus Regency, the governance of the Integrated Hajj Computerized System (SISKOHAT) functions as the primary system in managing data and administrative services for prospective Hajj pilgrims. However, one of the major challenges frequently encountered in the implementation of Hajj administration is the imbalance of information between administrators and pilgrims. This phenomenon can be analyzed through the Information Asymmetry Theory developed by Joseph Stiglitz, which explains that information imbalance occurs when one party possesses greater access to information than another party (Enre 2023). Within the context of Hajj administration, such imbalance may create public suspicion regarding queue systems, financial management, and the quality of pilgrimage facilities. Transparency concerning accommodation, aircraft, and catering services mandated under Law Number 14 of 2025 is highly important because the absence of open information may potentially create moral hazard practices in which service quality is not fully known by pilgrims.

Based on the results of this research, the governance of SISKOHAT at the PLHUT Office of Kudus Regency has demonstrated efforts to reduce information imbalance through the utilization of digital information systems connected directly to the national server. The findings indicate that several transparency indicators have already been implemented, particularly regarding queue monitoring systems, synchronization of financial data, and dissemination of pilgrimage facility information. Representatives of prospective Hajj pilgrims departing in 2026 stated that information related to accommodation, hotel distances, aircraft facilities, and pilgrimage services had already been explained by the PLHUT Office of Kudus Regency and Hajj administration bureaus prior to departure. One prospective pilgrim explained:

"*Information regarding hotel locations, departure schedules, and pilgrimage facilities has already been conveyed quite clearly by the PLHUT Office and Hajj guidance officers. We can also independently check our departure estimation through the Satu Haji application*."

This finding indicates that the implementation of digital transparency through SISKOHAT and supporting applications such as "Satu Haji" has gradually strengthened public trust in the governance of Hajj administration. Through this system, pilgrims are no longer solely dependent on information delivered manually by officers because they can independently verify queue positions and departure estimations in real-time (Humanitis 2025). Nevertheless, based on observations conducted by the researcher, public information accessibility in Kudus Regency has not yet been fully optimal because several administrative updates and local information services are still limited to internal office access and have not been comprehensively integrated into regional digital publication platforms.

This explanation demonstrates that the integration between the banking system and SISKOHAT has contributed to improving transparency in Hajj financial administration. Through digital synchronization between BPS-BPIH and the central SISKOHAT server, pilgrims are able to monitor payment status, initial deposits, and financial balances periodically. Therefore, the governance of SISKOHAT in Kudus Regency can be analyzed as having partially succeeded in reducing information asymmetry within Hajj administration services, although several aspects of public digital accessibility and dissemination of regional information still require optimization in order to fully realize transparency in accordance with Law Number 14 of 2025.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that the governance of the Integrated Hajj Computerized System (SISKOHAT) at the PLHUT Office of Kudus Regency has generally implemented several transparency principles in accordance with Law Number 14 of 2025, particularly through centralized queue systems, synchronization of financial data with the Deposit Receiving Bank (BPS-BPIH), biometric verification, and the prevention of manual manipulation of portion numbers. The implementation of SISKOHAT has provided greater certainty and fairness for prospective Hajj pilgrims because registration data and queue systems are directly connected to the national server of the Ministry of Hajj Affairs. However, the transparency of Hajj administration in Kudus Regency has not yet been fully optimized because public accessibility to real-time information and digital publication services remains limited. Information related to queue developments, departure estimations, and administrative updates is still predominantly accessible within internal administrative services and has not yet been comprehensively integrated into publicly accessible regional digital platforms. In addition, limitations in human resources (HR) responsible for managing digital information services constitute one of the primary obstacles in realizing full transparency. Therefore, strengthening digital publication systems and improving HR capacity are necessary to optimize the governance of SISKOHAT in realizing transparent Hajj administration in accordance with the mandate of Law Number 14 of 2025.

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