

Model of Internalization of Religious Values in the Formation of Civil Rights Legal Awareness Based on Collaborative Governance

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Abstract

Civil Servants (ASN) are a key element of government administration and are required not only to be professional but also to possess a strong legal awareness and public service ethics. This study aims to analyze the relationship between religious values, legal awareness, and Collaborative Governance in the governance of the Salatiga City DPRD Secretariat. The study used a qualitative approach with a descriptive case study design, while data were collected through interviews, observations, and documentation, then analyzed using the interactive model of Miles, Huberman, and Saldaña. The results of the study indicate that religious values internalized through Khotmil Qur'an activities, social awareness, and religious tolerance serve as the foundation of organizational ethics that strengthen the character of ASN, while legal awareness is built through legal training, work discipline, and the use of information technology to support institutional transparency and accountability. In addition, Collaborative Governance serves as a governance framework that connects moral values and legal compliance with communication, trust, and shared responsibility in public services. Thus, the governance of the Salatiga City DPRD Secretariat demonstrates that the integration of religious values, legal awareness, and a collaborative work culture can form a bureaucracy that is ethical, professional, humanistic, and responsive to the needs of the community.

Keywords

Collaborative Governance; Forming Legal Awareness; Model Internalization; Religious Values.



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INTRODUCTION

Civil Servants (ASN) are a key element of government administration and are required not only to be professional but also to possess a strong legal awareness and public service ethics. From a public administration perspective, healthy bureaucratic reform requires the integration of good governance, service ethics, and civil service integrity to ensure accountable public service and public interest-oriented service (Simamora, 2013; Sedarmayanti, 2012). In the context of the Salatiga City Council (DPRD) Secretariat, field data shows that fostering legal awareness

among ASN does not occur in isolation but is intertwined with the strengthening of religious values, work discipline, and a sustainable organizational culture.

Religious values play a crucial role in the bureaucracy as they serve as a moral foundation for civil servants to act honestly, responsibly, and respect others. This research data demonstrates that spiritual strengthening at the Salatiga City DPRD Secretariat is realized through activities such as reading the Qur'an, visiting sick employees, and respecting religious tolerance, all of which contribute to a harmonious and dignified work environment. These findings align with studies on religious harmony and tolerance, which emphasize that respect for differences and strengthening shared values are crucial factors in building social cohesion in public spaces and institutions (Haryanto, 2016; Iswanto, 2017).

In addition to spiritual strengthening, internalizing the value of legal compliance is a crucial foundation for developing an apparatus with integrity. Based on available data, these efforts are carried out through legal training, improving attendance discipline, and utilizing websites and social media as instruments for disseminating legal information and strengthening institutional accountability. This trend aligns with findings from public administration research, which confirms that digitalization of governance and innovation in public services can strengthen transparency, accountability, and the effectiveness of service management when supported by adequate apparatus capacity (Mislawaty et al., 2022; Kaya et al., 2024).

In contemporary public administration developments, the legal awareness of civil servants is also closely linked to the need to build collaborative governance. Collaborative governance requires officials who not only comply with regulations but also are able to effectively build communication, trust, and cross-stakeholder coordination in the delivery of public services. Therefore, institutional practices at the Salatiga City DPRD Secretariat, which link religiosity, legal compliance, and a collaborative work culture, are relevant for further study, especially since administrative studies indicate that strengthening capacity and collaborative governance are essential prerequisites for the effectiveness of public organizations (Nurdin & Baharuddin, 2023; Nilawati, 2022).

Preliminary research in previous research has generally focused on bureaucratic ethics, collaborative governance, religiosity, and the digitalization of public services. There are few papers that specifically integrate religious values, civil servant legal awareness, and collaborative governance within the context of regional legislative institutions, particularly within the Salatiga City DPRD Secretariat. Therefore, this research is crucial to explain how religious values are internalized into civil servant legal behavior and how this process impacts integrity, public service, and collaborative governance.

METHODS

This study uses qualitative research with a descriptive case study design because the research focuses on revealing in-depth forms of religious values, the process of internalizing legal obedience, and its implications for the formation of legal awareness of ASN at the Salatiga City DPRD Secretariat. The research data are sourced from primary data through in-depth

interviews and observations of ASN within the Salatiga City DPRD Secretariat and secondary data in the form of institutional documents, activity archives, and written materials relevant to spiritual strengthening, discipline, the use of information technology, and collaborative work culture. The determination of informants was carried out by purposive sampling, namely selecting informants who are considered to understand and are directly involved in the implementation of religious activities, discipline development, administrative services, and legal information management. Data collection techniques were carried out through interviews, observation, and documentation, while data validity was tested by source triangulation and technical triangulation. The data analysis used the interactive model of Miles, Huberman, and Saldaña which includes data condensation, data presentation, and drawing conclusions to produce a complete understanding of the formation of legal awareness of ASN based on religious values at the Salatiga City DPRD Secretariat.

FINDINGS AND DISCUSSION

Spiritual Strengthening as the Basis for Internalizing Religious Values in Civil Servants

Spiritual strengthening is a crucial foundation in the process of internalizing religious values in civil servants, as religious values will not be effective if they remain limited to normative knowledge. In this research, spiritual strengthening at the Salatiga City Council Secretariat is manifested through monthly Qur'an recitations, the tradition of visiting sick employees, and respect for religious tolerance in the workplace. This pattern demonstrates that the internalization of religious values occurs through collective habituation, empathetic social relations, and the creation of a work climate that respects diversity. This allows religious values to transform into an institutional culture, not merely a personal belief (Irpan & Sain, 2024; Nursobah et al., 2026).

The regular Qur'an recitation activity plays a strategic role in shaping the spiritual awareness of civil servants. Collective Qur'an reading not only strengthens the religious dimension but also instills the discipline, inner peace, and moral awareness necessary for carrying out bureaucratic duties. These findings align with studies confirming that structured religious development programs can foster spiritual awareness and encourage participants to internalize Islamic values as an intrinsic element of daily life. Similarly, strong religious education contributes to the development of morals, empathy, and self-control (Nursobah et al., 2026; Irpan & Sain, 2024).

In an institutional context, spiritual strengthening is also evident through the tradition of visiting sick employees. This practice demonstrates that religious values within the civil service are not limited to formal rituals but are manifested in social concern, respect for the dignity of others, and strengthening emotional bonds between colleagues. Relevantly, studies on spiritual leadership indicate that tangible spiritual guidance can create a psychologically supportive environment, strengthen mental resilience, and foster healthy social relationships. Thus, the tradition of visiting sick employees can be understood as a concrete form of

spirituality that is socially empowering and strengthens organizational solidarity (Attarwiyah et al., 2025).

Another equally important aspect is respect for religious tolerance. Research data shows that the Salatiga City Council (DPRD) Secretariat allows employees the freedom to worship according to their respective beliefs and fosters an atmosphere of mutual respect during religious occasions. This situation aligns with the view that tolerance is an attitude of consideration, respect, and recognition of the rights of others to practice their religion, thereby maintaining social harmony in a pluralistic public space. At the institutional level, tolerance also requires policies that do not impose certain religious attributes or practices on others (Casram, 2016; Iqbal, 2021).

Based on this perspective, spiritual strengthening within the civil service (ASN) environment actually functions as a medium for fostering a religious and inclusive work ethic. Values such as trustworthiness, caring, discipline, respect for others, and social responsibility do not develop instantly but are built through a process of repeated habituation and a consistently supportive institutional climate. Therefore, routine religious activities, social care practices, and management of religious tolerance at the Salatiga City DPRD Secretariat can be understood as a mechanism for internalizing religious values that strengthen the character of ASN as public servants with morals and integrity (Irpan & Sain, 2024; Attarwiyah et al., 2025; Nursobah et al., 2026).

Thus, spiritual strengthening as the basis for internalizing religious values among civil servants impacts not only the individual's religious life but also the quality of work relationships and organizational culture. The recitation of the Qur'an fosters a spiritual closeness to divine values, the tradition of visiting sick employees reinforces an ethic of caring, and religious tolerance maintains harmony in a pluralistic bureaucratic environment. These three elements complement each other in creating a religious, humanistic, and conducive work environment for the growth of civil servants who are not merely administratively compliant but also spiritually and socially mature (Casram, 2016; Iqbal, 2021; Nursobah et al., 2026).

Internalizing Legal Compliance in Building Civil Servant Integrity and Professionalism

The internalization of legal compliance in the bureaucracy cannot be interpreted solely as formal compliance with laws and regulations. This internalization is a process where legal norms are internalized as moral guidelines, standards of behavior, and the basis for decision-making in carrying out government duties. In this context, unethical behavior among civil servants generally arises when personal ethical standards are inconsistent with organizational standards and when personal interests prevail over public responsibility. Therefore, legal compliance must be fostered through a continuous understanding of public ethics (Abubakar, 2018; Hanifa et al., 2026).

Based on research data, the internalization of legal compliance in the Salatiga City DPRD Secretariat is carried out through legal training, increased attendance discipline, and the use of websites and social media as a means of disseminating legal information and strengthening

institutional accountability. These findings indicate that the institution views the law not only as a rule to be obeyed, but also as a work culture that must be understood, familiarized, and practiced in daily activities. This pattern aligns with studies that emphasize that the integration of ethics, accountability, and transparency is a crucial prerequisite for establishing trustworthy governance, as sound regulation will be ineffective without a strong ethical foundation within the civil servants (Hanifa et al., 2026).

Legal training plays a crucial role in fostering civil servant integrity because understanding regulations influences the quality of administrative judgment and institutional decisions. Civil servants who understand the legal basis for their duties tend to be better able to distinguish between legitimate and deviant actions, as well as the administrative consequences of abuse of authority. This aligns with the findings of Rakhmawanto et al. (2019), who emphasized that the merit system places qualifications, competence, performance, fairness, and transparency as the foundation for civil servant management to produce professional officials. Conversely, when these principles are not fully implemented, civil servants have the potential to be less than optimal in responding, analyzing, and making policy decisions.

Compliance with the law is also evident in discipline, particularly attendance and the discipline of carrying out duties in accordance with applicable regulations. Discipline is not merely an administrative issue, but rather a manifestation of civil servants' legal and moral responsibility to the mandate of their positions. From a bureaucratic perspective, civil servant integrity is also closely related to neutrality, as violations of neutrality indicate a lax adherence to the principles of administrative law and public service ethics. Therefore, non-discriminatory law enforcement and a commitment to the principle of merit are essential for fostering professionalism in civil servants (Faedlulloh & Duadji, 2019; Indiahono et al., 2022).

Utilizing information technology through official websites, social media, and legal information management is a crucial instrument in strengthening the internalization of legal compliance. Research data indicates that these steps have been directed at expanding access to legal information, increasing transparency, and strengthening the accountability of the Salatiga City DPRD Secretariat, which is reflected in the achievements of the JDIH management. However, information technology will only be effective if supported by a culture of integrity, as digital transparency does not automatically result in clean bureaucratic behavior without adequate ethics, oversight, and institutional accountability (Hanifa et al., 2026).

From a professional perspective, internalizing legal compliance must be linked to the ongoing development of civil servant competencies. A professional civil servant is not only one who complies with regulations, but also one who possesses the technical, managerial, and ethical skills to carry out their duties effectively. Irawati and Suwarno (2020) emphasize that civil servant competency development is closely related to the quality of training delivery, and that a quality assurance system must reflect leadership, integrity, employee commitment, and sound data and information management. At the same time, Dwiputrianti et al. (2023)

demonstrate that talent management is crucial for producing professional, high-performing, and reliable civil servants through competency- and performance-based placement.

Thus, internalizing legal compliance in developing civil servant integrity and professionalism at the Salatiga City DPRD Secretariat can be understood as an institutional process that connects legal development, discipline, information technology utilization, and civil servant competency development. This process ensures that the law is not merely a normative document but rather serves as a work value, job ethics, and a guideline for bureaucratic behavior in public service. If this process is implemented consistently, the integrity of civil servants will be strengthened, the professionalism of the apparatus will be more measurable, and the quality of public services will be more accountable.

Religious Values as the Foundation of Organizational Ethics

Religious values in the governance of the Salatiga City DPRD Secretariat are not merely individual spiritual expressions, but have become an organizational culture that shapes a shared work ethic. Research data shows that spiritual strengthening is realized through activities such as recitation of the Qur'an, visiting sick employees, and respecting religious tolerance, resulting in a more harmonious, inclusive, and dignified work environment. From an academic perspective, these practices align with the view that public civility, moral responsibility, tolerance, and mutual trust are essential elements in the formation of a civilized social culture (Sumaryati, 2024; Litaay et al., 2025).

Thus, religiosity within the Salatiga City Council (DPRD) Secretariat can be understood as ethical capital that strengthens inter-agency relations. Religious values are not limited to rituals but also transform into empathy, social solidarity, and respect for diversity, which underpin organizational stability. This finding is important because recent literature confirms that tolerance and peace will grow more effectively when internalized through habits, daily interactions, and institutional culture, rather than simply through symbolic formal norms (Litaay et al., 2025; Maisaroh et al., 2025).

Legal Awareness as a Manifestation of Religious Values and Civil Servant Integrity

The legal awareness of civil servants in the Salatiga City DPRD Secretariat is formed through an internalization process that connects the moral dimension with the institutional dimension. Research data demonstrates this process through strengthening legal understanding through training, reinforcing attendance discipline, and fostering responsible work habits. Theoretically, this condition is in line with the findings of Sobari (2019) who emphasized that public service is not only supported by procedural compliance, but also requires integrity, leadership ethics, and respect for public rights, including the spiritual dimension in service.

From this perspective, religious values provide a normative basis for the legal awareness of civil servants (ASN), as law is no longer understood merely as an administrative rule, but rather as a moral mandate in carrying out state duties. When civil servants are accustomed to the values of honesty, caring, discipline, and responsibility, compliance with regulations

becomes part of their personal integrity, not simply a response to external oversight. This approach aligns with Indiahono's (2022) study, which demonstrated that bureaucratic neutrality and civil servant independence are crucial for maintaining the professionalism of public services from the pull of political interests and power patronage.

Information and Technology Transparency as Strengtheners of Legal Awareness

Civil servants' legal awareness in the context of modern governance is inseparable from information transparency and the use of digital technology. Based on research data, the Salatiga City DPRD Secretariat utilizes its website and social media as a means of disseminating legal information, institutional communication, and strengthening accountability to the public. This pattern aligns with the research findings of Tjoetra et al. (2022) demonstrated that public information transparency, lists of available information, service procedures, and support for official institutional websites are essential prerequisites for growing transparency, participation, and public trust in government.

Furthermore, strengthening technology-based services also expands service reach and accelerates government response to community needs. Nafi'ah (2023) points out that the expansion of mobile governance in local governments is largely directed at citizen-focused services, while Sobari et al. (2023) emphasize the importance of digital wisdom so that digitalization does not stop at technical aspects, but rather focuses on empathy, simplified procedures, and resolving public problems. Thus, the use of websites and social media at the Salatiga City DPRD Secretariat can be interpreted not merely as technological innovation, but as an instrument for legal learning, strengthening transparency, and fostering more participatory legal awareness (Nafi'ah, 2023; Sobari et al., 2023; Nurhidayati, 2019).

Collaborative Governance in the Governance of the Salatiga City DPRD Secretariat

In the context of governance, religious values and legal awareness gain broader relevance when linked to collaborative governance. Research data shows that the Salatiga City DPRD Secretariat not only builds internal discipline but also fosters a work culture that values communication, tolerance, and shared responsibility. This aligns with the findings of Sururi (2020) and Alam and Hoque (2022) that collaborative governance rests on interaction between actors, trust, coordination, and the ability to build cross-actor cooperation in resolving public issues.

At this point, civil servants' legal compliance is a prerequisite for healthy collaboration. Collaboration will not produce good governance if it is not supported by officials with integrity, credibility, and commitment to applicable regulations. The findings of Eviany and Athahirah (2023) confirm that the credibility of government leadership is built through effective communication, integrity, and competence, while Mulyawan et al. (2025) shows that strengthening a culture of accountability, human resource development, and institutional transparency are important steps in building a clean and serving bureaucracy.

An Integrative Model of Governance at the Salatiga City DPRD Secretariat

Based on the overall findings, the governance of the Salatiga City DPRD Secretariat can be understood through an integrative model that connects three main elements: religious values, legal awareness, and collaborative governance. Religious values serve as an ethical foundation that shapes the character of officials, legal awareness serves as a normative guideline for action, while collaborative governance serves as an institutional framework that enables these values and norms to be translated into productive cooperation. Thus, the strength of this institution's governance lies in its ability to integrate moral development, legal compliance, information transparency, and collaborative communication within a mutually reinforcing bureaucratic ecosystem.

Consequently, strengthening governance at the Salatiga City DPRD Secretariat needs to be directed toward sustainable, inclusive religious development, increasing legal literacy among officials, optimizing digital information channels, and strengthening communicative and integrated leadership. This strategy is crucial to ensure that religious values remain symbolic, legal awareness remains formal compliance, and collaborative governance remains merely an administrative slogan. If these three elements are consistently maintained, the Salatiga City DPRD Secretariat has the potential to become a model for ethical, accountable, and collaborative regional institutional governance.

CONCLUSION

Based on the research results, it can be concluded that the governance of the Salatiga City DPRD Secretariat demonstrates a strong link between religious values, legal awareness, and collaborative governance in shaping an ethical, accountable, and professional bureaucracy. Religious values, internalized through spiritual strengthening, social awareness, and religious tolerance, serve as the foundation of organizational ethics that strengthen the character of civil servants (ASN). Legal awareness is fostered through training, work discipline, and the use of information technology, which promotes institutional transparency and accountability. In this context, collaborative governance serves as a governance framework that enables moral values and legal compliance to be translated into cooperation, communication, and shared responsibility in the delivery of public services. Therefore, strengthening inclusive religious guidance, increasing legal literacy, optimizing digital media, and developing a collaborative work culture need to be carried out continuously so that the Salatiga City DPRD Secretariat can become a model of regional governance that is integrated, humanistic, and responsive to the needs of the community.

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