

E-Court Implementation in Realizing Quality Judicial Service Governance (Study at the South Jakarta Religious Court)

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Abstract

The focus of this research is the implementation of E-court in realizing quality judicial service governance at the South Jakarta Religious Court. The research method used is descriptive qualitative with primary data obtained through interviews and observations. This type of research is a case study and the data analysis used in this research is the spiral model data analysis. The results of this study according to the research focus can be briefly explained as follows: First, the process of implementing e-court at the South Jakarta Religious Court is carried out in two parts, namely (1) the content of the policy and (2) the implementation environment. In the content of policy section, it can be explained as follows: (a) In the interest affected aspect, the implementation of e-court is carried out for the benefit of the community. (b) In the Type of Benefits aspect, the implementation of e-court is to make the judicial and court administration process more effective and efficient. (c) In the aspect of Extent of Change Envision, the implementation of e-court is that the cost of resolving cases is lighter, queuing for the case process is faster, the trial process is easier to carry out. (d) In the Site of Decision Making aspect, it is known that the implementation of e-court in the South Jakarta PA is a follow-up to the Supreme Court's decision regarding electronic judicial services which has been properly decided and implemented by the South Jakarta PA chairman since 2018. (e) In the program aspect implementer, it is known that the first are South Jakarta PA officers, lawyers, and the community who take care of cases at South Jakarta PA. (f) In terms of the Resources Committed, it is known that the supporting resources for the implementation of e-court in South Jakarta PA have met the requirements to run e-court. In the context of implementation, it can be explained as follows: (a) In the aspect of power, interest, and strategy of actors involved, it is known that the main actor who has the greatest power in e-court is the Supreme Court, then the chairman of the South Jakarta PA as the main implementor of e-court. -court strictly implements and socializes the implementation of e-court in South Jakarta PA. (b) In terms of Institution and Regime Characteristics, it is known that the leadership of the South Jakarta PA chairman has firmly decided to directly implement e-court. (c) In terms of Compliance and Responsiveness, it is known that the South Jakarta District Court, in general, lawyers are obediently running e-court but not fully.

Keywords: Judicial Services, E-court, Religious Courts, South Jakarta

Introduction

In the administration of justice, religious courts apply public service standards. Personnel standards are an integral part of the quality management system to achieve judicial excellence in Indonesia. The principle of public service based on the principle of public service serves as a guide or reference for all judicial bodies in the implementation of public services and as a tool to assess the quality of good public services for justice seekers and the community. The current condition, public services in the courts are still getting some complaints from the public. Aspects of public services in religious courts, although in general they are categorized as good, but some people consider that they are not good.

Based on a survey conducted by the Director General of the Religious Courts Agency (2020), of 1,506 respondents, 4% of respondents assessed that the suitability of service requirements was not appropriate. Other results stated that as many as 4% of respondents considered that the behavior of service personnel was not good, 4% of respondents considered that the service procedure was not easy, 7% of respondents considered the service time to be less fast, 10% of respondents assessed the suitability of service products sometimes there and not, 4% respondents considered the reasonableness of the service fee to be quite expensive, as many as 3% of respondents considered the competence of service officers to be lacking, as many as 12% of respondents considered the quality of service facilities and infrastructure to be quite poor, as many as 16% of respondents considered that the handling of service complaints was not functioning optimally, 3% of respondents considered that it was not functioning, and 2% of respondents considered none.

According to [Nuriyanto \(2014\)](#), the implementation of public services in Indonesia, including the Inquisition, continues to face situations that are not fully responsive to the need for changes in various aspects of social, national and state life. This may be due to a reluctance to keep up with changing values. This change in value involves a wide-ranging dimension and the impact of various complex development issues. On the other hand, Indonesia's New Order society was driven by advances in science, progress in terms of information, progress in communication, progress related to transportation, progress in investment and trade aspects. [Purnamasari \(2019\)](#) said that digitalization in a government system is a form of bureaucratic transformation by accelerating the use of intensive and large-scale IT support. Digital governance is a solution and a necessity to maximize public services. In addition, governance is also related to the integration of all service lines in creating community satisfaction which is the object of the service provided. This digitization effort goes beyond simply switching from presence services to online or using digital applications. This must be supported by the willingness of the community to support digital transformation technology.

[Kusumo \(2010\)](#) describes that in the implementation of the justice system in Indonesia, we often encounter differences in perceptions between one judicial subsystem and another in resolving cases. Another legal issue was conveyed by [Situmorang \(2009\)](#) regarding the legal system, simplifying the judicial process when dealing with the legal system. An assessment of the three elements, namely the legal structure element, the legal substance element, and the legal culture element can be used as a benchmark for the effectiveness of the implementation of the one-stop justice system in Indonesia which has successfully faced its problems, related to how to provide services quickly, simply and at low cost, where this condition has not yet been fully realized.

Based on the results of the court service survey on public satisfaction, it is known that

the existence of a survey on community satisfaction is motivated by the existence of the court's image which is closely related to the impact of the services provided. If the services provided during implementation are consistently the same with unclear and complicated flow of procedures, complex and unreasonable requirements, as well as unregulated fees, and billing uncertainties, the services provided will be unreliable. This has a negative impact on improving service quality. This means that efforts to improve service quality are often neglected, service innovations are not developed, and courts lack incentives to improve service quality. Based on the survey results, it is known that services that cause people to feel dissatisfied are in terms of costs or tariffs (Sinambela, 2016).

Zauhar (2001) explains that the State and its administrative system are the basis of citizen services that guarantee citizens' rights, and it is important to improve the quality of these services. Quality services make people happy, which is in accordance with one of the results of research from Fahmi (2013) which states that community satisfaction is influenced by service quality. Thus, efforts to improve service quality, one of which is through e-court, are important to do. The problem of public service in the court environment is basically almost the same as other public problems, namely related to the speed and accuracy of service. The expected service is a service with a simple procedure, easy to do and at a low cost.

Naisbitt and Philips (2001) explained that the application of electronic justice has made a significant contribution in realizing the vision of the Supreme Court to become a leading judicial institution in Indonesia. This in point 10 is the realization of the Supreme Court's vision in the Judicial Reform Bill 2010-2035 to realize a judiciary that is run in a modern way and based on integrated information technology. From electronic case reporting to online courtrooms, modernization of case management has received attention to realize the vision of the Supreme Court. Rapid advances in information technology and the promotion of the human workforce (including judicial work) are not without negative side effects on society.

Hidayat (2019) explains that public services in the judiciary in Indonesia have weaknesses, namely (1) the timeliness and timing of public hearings; (2) Unequal Availability of Forensic Information Services. (3) Illegal taxes remain common in the litigation administration process. To deviate from this reality and achieve simple, fast and inexpensive legal processes and formalities that meet the demands of an era that requires more effective and efficient administrative services.

Aidi (2020) explained that electronic justice services are now available in all courts in Indonesia. The implementation of e-court was applied to 389 for the general and 289 for the religious out of a total of 412 for the general court and 441 for the religious court. Although the electronic justice system is progressing, the service of the electronic justice system in Indonesia is lagging behind countries that have advanced in adopting an electronic justice service system. For example, Singapore, previously introduced an electronic-based judicial service system. The practice of courts in Singapore has progressed further through the filing of applications and access to court records.

The transition of the judicial process by utilizing technological developments requires processes and adjustments in several aspects, cannot be instantaneous to achieve ideal conditions. Lutvia, Sulton, and Yuliati (2019) explains in detail, that in addition to the principles of simple, fast and cost-effective judicial administration, infrastructure issues are also the basis for legal compliance and a review of technological progress. Electronic courts

are basically there to answer questions about the achievement of societal justice in the era of technological progress. It builds on the contribution to the existence of E-Court from the first implementation. First, electronic courts provide online filing (e-Filing), online court fee payments (e-Paymen), online subpoenas (e-Summons), electronic litigation (e-Litigation) and electronic services such as online sentencing. [Indrajit \(2000\)](#) explains that e-government is an information technology system developed by the government to improve public services by providing choices to the public for easy access to public information. Good governance and the improvement of effective and efficient public services require e-government development policies and strategies. These policies and strategies are jointly regulated in Presidential Decree Number 3 of 2003 concerning National E-Government Development Policies and Strategies at All Government Levels. For this reason, e-government socialization is consistently and continuously carried out with community incentives, because people do not understand what e-government applications are, how they work, and the benefits it brings. The implementation of e-government (or e-government in Indonesian is called e-government), which is then known as digital government, online government, or in certain circumstances transformational government involves two-way (of course digital) interaction between governments.

Furthermore, the phenomenon of e-court is explained in more detail. Electronic justice as a collaboration to fulfill real justice and technology needs to be optimized. This statement is based on the inconsistent implementation of electronic justice in Indonesia. Currently, a number of e-court service cards are only available in courts. So far, electronic court services can only be obtained in certain cases, and some courts cannot be integrated into electronic court services. Currently, e-court services are limited to lawyers. This situation is different from Singapore, which previously adopted an electronic judicial service system (e-Court). Meanwhile the practice of law in Singapore has progressed further through filing applications and access to court records.

[Grindle \(1980\)](#) explains that in the policy implementation model, the success of public policy implementation can be measured through two variables, namely:

1. The successful implementation of a public policy can be measured from the process of achieving the final results (outcomes), namely whether or not the goals to be achieved are achieved. This was stated by Grindle, where the measurement of the success of the implementation of the policy can be seen from 2 things, namely:
 - a. Judging from the process, by questioning whether the implementation of the policy is in accordance with what is determined (design) by referring to the policy action.
 - b. Were the policy objectives achieved. This dimension is measured by looking at two factors, namely:
 - 1) The impact or effect on society individually and in groups
 - 2) The level of change that occurs and the acceptance of the target group and the changes that occur.
2. The success of a public policy implementation, according to Grindle, is largely determined by the level of implementability of the policy itself, which consists of:
 - a. Content of Policy, which includes: Interest affected, Type of benefits, Extent of change envision, Site of decision making, Program implementer and Resources committed
 - b. Implementation environment, which includes: Institution and regime characteristics, Compliance and responsiveness.

This study uses the theory of Merilee S. Grindle which states that the success of implementation is influenced by two major variables, namely the content of the policy and the implementation environment. The use of this theory can help researchers to find

out the implementation of policies in the form of e-court at the South Jakarta Religious Court.

The phenomenon related to the implementation of e-court is also described in the South Jakarta Religious Court. There are still quite a lot of completion of the judicial process that has not used e-court. Based on precedent data from the 2018 South Jakarta Religious Court, it is known that a total of 5,341 cases were accepted and 5,354 decisions were handed down. Don't use e-courts. In 2019, it is known that a total of 5,957 cases were received and 6424 decisions were handed down, with details of 198 cases using e-court and 198 cases not using e-court. As is known, in 2020 there were 5010 acceptances and 5105 decisions. Up to 1,023 court precedents use electronic courts, and up to 3,987 court precedents do not use electronic courts.

The term public comes from the English "public" which means general, community, state. Inu defines the public as a number of people who have the same thoughts, feelings, hopes, attitudes and actions that are right and good based on the norms they have (Sinambela, 2016). Pamuji stated that public service comes from public service, "a variety of activities aimed at meeting the needs of the community for goods and services". According to Soetopo, public services are service activities carried out by government agencies at the central/regional and BUMN/D environment in the form of goods and services. In order to meet the needs of the community and the implementation of legislation (Paimin, 2012). According to Kurniawan and Lestari (2010), public service is to serve the needs of other people or the community who have an interest in the organization in accordance with the basic rules and procedures that have been set.

According to Sedarmayanti (2010), the characteristics of services that must be possessed by service-providing organizations are:

1. Service procedures must be easy to understand, easy to implement, so as to avoid convoluted bureaucratic procedures
2. Services are provided with clarity and certainty for customers
3. Service delivery is endeavored to be effective and efficient
4. Service providers pay attention to the specified speed and timeliness
5. Customers can easily obtain information related to services openly
6. In serving customers, a motto is needed: "Customer is king and customer is always right"

The basis for the use of e-courts is from the Supreme Court Regulation Number 1 of 2019 and Supreme Court Regulation Number 3 of 2018. The rules regarding the use of e-courts are due to the fact that there are three main problems with the application of the conventional system in court based, namely: problems related to the existence of e-courts, delays, issues related to affordability, and issues regarding integrity. Thus, the Supreme Court as the head of the judiciary below it came up with Supreme Court Regulation Number 1 of 2019 in an effort to make it easier for law enforcement and justice seekers for all parties. With the implementation of e-court, more in-depth research is needed on courts that are time-efficient, simple and low-cost. Thus, it is very interesting in this research to study in more depth about the implementation of e-court in realizing quality judicial service governance at the South Jakarta Religious Court.

Research Method

The method in this research is a case study. In general, case studies are methods for

detailed, in-depth, intensive scientific activities regarding an activity, event or program, be it a group, an institution or an organization (Rahardjo, 2017). Data in case study research can come from all related parties, to be collected from various sources. Data in case study research can be obtained not only but also from parties who are related or understand the case (Nawawi, 2012).

The focus of this research in more detail is on the implementation of e-court in realizing quality judicial service governance at the South Jakarta Religious Court. Based on the theory of public policy implementation according to Grindle, the focus of this first research in more detail is as follows:

1. Contents of the policy

- a. Discussing the interests of an affected target group
- b. Discussing the types of benefits with the implementation of e-court
- c. Discuss the degree of change in the desired e-court policy
- d. Discussing the location of making the right decision regarding e-court policy
- e. Discussing the implementation of the e-court program that is run at PA South Jakarta
- f. Discussing resources for South Jakarta PA, lawyers and the community involved in e-court implementation

2. Implementation environment

- a. Discussing how much power or interest, as well as the strategies of policy implementation actors who have involvement in the implementation of e-court policies in South Jakarta PA.
- b. Discussing the characteristics of institutions and authorities, how is the existence of institutions that have power related to the implementation of e-court?
- c. Discuss the level of compliance and responsiveness of the groups that are the target of the e-court policy.

Data collection in this study refers to the opinion of Creswell (2016) because it is in accordance with research needs. The data collection carried out by the researcher was through unstructured or semi-structured interviews, observations, documents and visual materials to collect information. The data sources in this study consist of primary and secondary data sources. Primary data in this study is data taken directly from informants. The secondary data in this study is data taken from the source not directly but relevant to support this research data.

This research was conducted at the South Jakarta Religious Court (PA Jaksel) located on Jl. Harsono RM Number 1, Kel. Ragunan, Kec. Sunday Market, South Jakarta City. Data analysis techniques were carried out in this research to answer what was in the problem formulation. Creswell (2016) states that there are six stages in the qualitative data analysis process. In general, the stages of the research are described as follows:

1. Researchers process data and prepare data for analysis
2. The researcher reads all the data and reflects on its meaning as well as notes on general ideas from the data obtained
3. Researchers conduct data analysis in more detail through data coding
4. Researchers describe the settings, categories, people, and themes used. At this stage the researcher generates a code that is ready to be described
5. Researchers show writing narratives or reports qualitatively to show a description of the data

6. Researchers interpret the data

Results and Discussion

In this study on the application of E-Court in PA South Jakarta, researchers chose the Merilee S. Grindle model. In the Grindle model, the success rate is determined primarily by the feasibility of the policy.

The components of the Grindle model can be classified, namely: 1) The contents of the e-court implementation policy which include: Discussing the interests of an affected target group, Discussing the types of benefits with the implementation of e-court, Discussing the degree of change in e-court policies. the desired court, Discussing the location of making the right decision related to e-court policy, Discussing the implementation of the e-court program being run at the South Jakarta PA, Discussing the resources at the South Jakarta PA, lawyers and the community involved in the implementation of the e-court. 2) The implementation environment which includes: Discussing how much power or interest, as well as the strategies of policy implementation actors who have involvement in the implementation of e-court policies in South Jakarta PA, Discussing the characteristics of institutions and authorities, how the existence of institutions that have power related to e-court implementation -court and Discuss the level of compliance and responsiveness of the groups that are the target of the e-court policy.

Discussion of research results discusses the results of the data in the field with data from previous research and theories from relevant expert opinions. The following is a detailed discussion of the results of this study:

1. Contents of the e-court implementation policy at the South Jakarta Religious Court (1) Interest Affected

In this study, researchers through interviews and observations showed that in the implementation of e-court in South Jakarta PA in an effort to meet the interests of the community and also there was no special interest from the courts or lawyers. In general, all elements involved in case and trial administration support the implementation of e-court. From the results of the interview, it was explained by the Religious Court that so far there were no special interests, all for the benefit of better service for the community. In general, the implementation is smooth, the lawyers support even though they need understanding so that parties want to use e-court and the target of e-court policy is the litigation party and the work unit. The same thing was described from other informants, namely explaining that no party felt disadvantaged by the implementation of the e-court and as for the targets were e-court users/justice seekers for better public service.

In theory, it is explained by an expert, namely (Freeman, 2006) that public policy is influenced by various interests that underlie its formulation. In the implementation of the e-court, the court's interest is to provide services to the community who take care of cases in the South Jakarta PA making it easier, faster and cheaper, so that e-court is implemented in the South Jakarta PA. In the results of the research, all interests are directed at a goal so that the implementation of case administration and court affairs becomes more effective which of course in its implementation is also through the process of socialization, implementation and evaluation processes. Ramdhani and Ramdhani (2017) explains that public policy is a series of deliberate, targeted, and measurable actions taken by the government that involve stakeholders in certain fields by leading to a target. Therefore, in relation to the effectiveness of public policy, information dissemination activities or socialization, implementation and

monitoring of policies must be carried out.

Based on the results of the study, it is known that the existence of an e-court from lawyers states that certain parties do not feel aggrieved or have a particular interest in the implementation of this e-court and lawyers fully support the implementation of e-courts for the benefit of the general public who are the targets of e-court policies in court. South Jakarta religion in particular. It was also stated that in the implementation of this e-court, no lawyers felt disadvantaged because this was for justice for the community in order to get better services which were the targets of the e-court policy.

In line with the results of the interview, from the observations made by the researchers, it can be explained that the court does not have a particular interest related to the policy of using e-court because it is entirely to make services easier, faster, cheaper, effective and efficient. Since the beginning of the e-court was decided in "Supreme Court Regulation No. 3 of 2018 and Supreme Court Regulation No. 1 of 2019," the court immediately tried to implement e-court. The court directly disseminated the use of e-court in order to implement the results of the decision to use e-court in "Supreme Court Regulation Number 3 of 2018 and Supreme Court Regulation Number 1 of 2019.

(2) Type of Benefits

The positive impact of the implementation of e-court in South Jakarta PA, is the same as the implementation of e-court in other courts as explained by [Paridah \(2020\)](#) that, the Supreme Court of the Republic of Indonesia and judicial institutions under its jurisdiction will continue to utilize technology management programs or systems and information comprehensively and also have mutual integration, simplifying and shortening the way in which the duties and functions of each work organization are carried out.

A policy usually has positive or negative input or results that are closely related to the response of the policy object. Like the implementation of this electronic court order, this order is a form of convenience, acceleration, and cost reduction for litigants. This is explained in detail about who will benefit from the change in e-court policy and what are the benefits for each of these stakeholders. Based on the results of the study, the Southern Religious Court as the implementer of the e-court policy explained that the application of "Supreme Court Regulation Number 3 of 2018 and Supreme Court Regulation Number 1 of 2019.

From the results of the study, it was also known from informants that the people who benefit from the existence of an electronic judicial policy (e-court) and the judicial process are carried out through e-court about 20%. Furthermore, it was also mentioned that those who benefit from the change in e-court policy are lawyers, the community and the courts, the benefits for each stakeholder are fast, easy and cheap facilities. 85% of court cases have been carried out through the e-court system". The beneficiaries are the people who seek justice and with the implementation of e-court in the religious courts in South Jakarta, the parties have litigation, especially in case fees and the speed with which judicial calls are carried out through e-courts.

According to [Waluyo \(2002\)](#), the E-Court system, which is a landmark system, is one of the Supreme Court's innovations to address issues related to the development of human life, as stated in MA RI Decree No. 1 of 2019. Administration is regulated by electronic court cases and processes. Justice. This system was created to overcome Indonesia's geographical limitations, align the judicial system with existing principles, and increase the public's sense of

trust in the judiciary, law enforcement and judicial bodies. The results of this study also show that the public and lawyers are the beneficiaries. The advantages are in the form of easy, simple and low cost facilities. Furthermore, it can be explained that with the existence of e-court, it is not necessary to attend offline at the religious court and it is faster and more effective.

(3) Extent of Change Envision

Based on the results of the study, it can be stated that the expected changes with the implementation of e-court are case settlement and low costs, the achievement is good through the implementation of e-court, the expected changes in the implementation of e-court are cases that are e-litigation / full e-court. It is also known that the expected change is towards a modern efficient and appropriate judicial process, the goal to be achieved through the implementation of e-court is that people gradually start using e-court. increasing. Most of the informants explained that with the existence of an e-court, it could be faster to resolve cases, the assessment of the achievement of objectives in the implementation of e-court can be seen through e-litigation cases. Lawyers as the targeted group also want changes with the implementation of the e-court policy in South Jakarta PA. The changes resulting from the implementation of e-court are reducing the length of queues in the court process and the community getting excellent service.

The successful implementation of e-court in this study is in accordance with the results of research from Abdullah in 2018 that the culture of the world's population has changed a lot. This is an indicator of the rapid flow of science and technology development, related to information technology, especially computerization and telecommunications technology, which reaches all corners of the world. As a result, the world is a space that initially feels very large, but always becomes smaller. The judicial system in Indonesia operates rapidly due to the development of ICT, so that technological developments also affect the Indonesian judiciary. Furthermore, the 2010-2015 Judicial Reform Plan shows that the Supreme Court of the Republic of Indonesia and the judicial institutions under it can continue to take advantage of a comprehensive and integrated IT management system program. This is expected to improve the quality of information services for the wider community.

The explanation above is the same as the results of this study showing that with the implementation of e-court, information and communication technology is really used properly and makes the community able to get excellent play, and the expected change is a change towards increasing e-court users. The achievement of e-court implementation is the number of e-court users. Based on the results expressed by most of the informants that the expected changes with the implementation of e-court are good enough, while the goals to be achieved through the implementation of e-court are quite good. Based on the results of observations on the implementation of electronic courts (e-court) in South Jakarta PA, that the South Jakarta Religious Courts have implemented the use of e-courts since the issuance of Supreme Court Regulation Number 3 of 2018, although in implementing its use partially. From 2018 to 2022, the use of e-courts has been going well. Some lawyers in carrying out case administration and trial matters are still done manually. Specific rules regarding the mandatory use of e-courts for all matters relating to administration and trial have not been explicitly regulated by either the Supreme Court or the South Jakarta Religious Courts..

(4) Site of Decision Making

Based on the results of this study, it is known that the chairman who decides on the implementation of the e-court policy is the chairman through the officials concerned with this matter ready in terms of human resources, facilities and infrastructure but need to be improved and equipped, the e-court policy began to be implemented at the South Jakarta

Religious Court around 2019, the judicial process 30-40% have been implemented through e-court and not all parties know about e-court, the tendency of people in litigation who still want to have their litigation conventionally.

The implementation of the e-court policy is decided by the Head of the Religious Courts, the South Jakarta Court has not been optimal in implementing it, especially regarding instruments, The e-court policy has begun to be implemented at the South Jakarta Religious Court in 2019, Not all judicial processes have been carried out through e-courts and other processes. judiciary is run through e-court. And not all judicial processes are run through e-court because there are still many parties who do not understand about electronic media. This is also clarified by the results of the analysis of the document, it can be seen that the policy on the use of e-court is a decision of the Supreme Court which is in the Supreme Court Regulation Number 3 of 2018 and Supreme Court Regulation Number 1 of 2019, where it will be able to create a judicial implementation that is more efficient. simple, fast, low cost, effective and efficient. Decisions regarding the implementation of electronic courts/e-courts at the South Jakarta Religious Courts are based on the “Regulation of the Supreme Court.”

The Chief Justice of the Supreme Court decided that in the administration of cases and proceedings, it is regulated that the implementation can be carried out electronically. In this case, it was decided by the Chief Justice of the Supreme Court that what constitutes “online case administration.” In line with the observation that since 2018, the decision from the Chief Justice of the Supreme Court through a Supreme Court Regulation has been carried out on some of the administrative arrangements until the trial at the South Jakarta PA has been carried out with an electronic trial (e-court) or carried out with an online system.

As stated by [Kasali \(2017\)](#) that the development of society is currently happening in terms of the model of the Uber civilization. Where the Uber civilization model has indicators by the shift of civilization from chronological to real time, individualistic attitude towards collaboration/connectivity, speed, multitasking, and the presence of competitors that cannot be seen. The rapid development of Information Technology has also entered the legal world.

(5) Program Implementer

The explanation from [Susanto, Iqbal, and Supriyatna \(2020\)](#), that the practice of efficient judicial administration based on the principles of simplicity, speed and cost-effectiveness is a practice with a universal foundation. The only requirement for the implementation of the judicial principle that provides simple, fast, and inexpensive services lies in the realization of an efficient judicial administration, particularly the division of justice into bureaucratic services. [Iqbal, Susanto, and Sutoro \(2019\)](#) explained that the electronic justice system has various functions such as online case registration e-Filing, e-Payment and e-Summons in order to realize efficient court management services. And court records can highlight the fulfillment of expectations from a system that seeks to help people move from the long and tortuous bureaucratic road to justice-seeking services.

The results of this study also show that the implementation of the program has a lot of urgency in policy because the program implementer is the one who moves in achieving the results that were originally set by the policy maker. The implementers can be regarded as providers and service providers to the community in the program. Program implementation is also a measure of how well the program is implemented. Based on the information obtained relating to the implementation of the program which consists of implementing e-court policies, supporting resources such as competencies that must be possessed by HR in the Religious Courts, infrastructure and programs needed in the implementation of electronic

justice at the Jakarta Religious Courts.

The results of this research are also known that the South Jakarta Religious Court is the implementation of this e-court policy. From the preparation of human resource competencies, the South Jakarta Religious Court has prepared its human resources with competence in that field, insights related to procedural law, etc., as well as in terms of facilities and infrastructure, the South Jakarta Religious Court has also prepared counters and tools, computers, wifi, etc. To optimally implement e-court, a socialization program is needed. All existing resources are able to implement e-court and make judicial implementation more efficient, in accordance with the objectives of the program implementer regarding e-court.

[Sihotang \(2018\)](#) revealed that in judicial fragmentation, in this regard, the court provides assistance to the litigants in anticipating all the obstacles in the long bureaucratic path that requires a lot of time, money, and energy to become more efficient. Courts and justice seekers (community) as implementers of the e-court program, a more efficient service is expected to be realized by creating the principles of simple, fast, and inexpensive litigation above. Administration Please note that the implementation of the electronic court system is designed to integrate court administration processes.

Based on the results of document analysis, in "Supreme Court Regulation Number 3 of 2018 and Supreme Court Regulation Number 1 of 2019, it is known that the main party running e-court is the court." The actors who implement e-court in the Court consist of elements of court employees, lawyers and the public who think about case matters at the court. Each element of policy enforcement in the use of electronic courts operates all information systems from the Supreme Court to provide administrative services, litigation, electronic courts, and other services to justice seekers. In the implementation of e-court, the program implementer has an electronic address. This means that the party's address is a verified email address.

(6) Resources Committed

Policy implementation needs to be supported by resources capable of having a positive and beneficial impact on the successful implementation of the policy or program. With the appropriate resources, the implementation of a policy can be achieved, so that it can be implemented with maximum effectiveness and efficiency. In this section, it will be discussed whether it is supported by appropriate resources, whether it is appropriate, and how to socialize the Electronic Court Policy at the South Jakarta Religious Court in implementing the Electronic Court Implementation Policy.

[Paridah \(2020\)](#) explained that the hope for a good legal outcome is satisfaction and satisfaction, especially for advocates to proceed in court, affordability, and easy access to openness to instill public trust in justice. Regarding the use of Information Technology, the Religious Courts and the following courts have used Information Technology to assist the implementation of justice.

Based on the results of research regarding the existing infrastructure in accordance with the needs of using the e-court, the implementation of the e-court of the Jakarta Religious Court, namely the existing ones still need to be completed again. This is clarified from the results of interviews with other informants who stated that 80% of the facilities and infrastructure in the implementation of e-court at the South Jakarta Religious Court had met, only the internet network was lacking. Meanwhile, from another informant related to the

facilities and infrastructure of the South Jakarta Religious Court, it was stated that in the implementation of the e-court, the South Jakarta Religious Court already had appropriate and sufficient facilities and infrastructure.

Harahap (2018) explained that in order to run a judicial process that serves simply, serves quickly and cheaply, we need to improve the efficiency of the judiciary supported by legal instruments, infrastructure and others. This means that the infrastructure needed for the smooth use of e-courts is urgent. In the implementation of e-court, it is very necessary to use technology in the judiciary such as computers and other hardware, supporting software and internet networks. Compatibility of complete infrastructure facilities must be met for the implementation of e-court.

The Eppid (2018) reveals that to increase efficiency and effectiveness, mass media infrastructure developed with an integrated communication system must be harmonized through coordination, integration, and synergy. Based on the research findings, the lawyers concluded that the facilities and infrastructure in the implementation of the E-Court, namely the infrastructure in running the E-Court in the South Jakarta PA, is an electronic court. This was also explained by another advocate informant who said that the infrastructure for the implementation of electronic justice at the South Jakarta Religious Court was sufficient.

Based on the results of research from community elements, it is stated that the relation with facilities and infrastructure in the implementation of electronic justice or e-court in PA Jakarta, namely for infrastructure in implementing electronic justice in the South Jakarta Religious Courts is sufficient. The same thing from another informant, who stated: Sarpras in running the e-court at the South Jakarta Religious Court is quite good. It was revealed from an employee of the religious court that as the implementer of the e-court implementation policy, the Jakarta Religious Court had provided adequate facilities and infrastructure.

Based on the research results, it is known that the understanding of e-court in PA South Jakarta has reached 75%. It was also stated that most of them already understand e-court. From the results of interviews, information obtained from lawyers related to understanding of e-court in South Jakarta PA, it is explained that understanding of e-court is quite understandable. The same thing was also expressed by another informant, namely that the understanding of e-court by related parties is quite understanding. The community also said that the understanding of e-court was quite good. The same thing from the results of interviews with informants who stated that the understanding of e-court was quite understanding.

2. Context of Implementation

(1) Power, Interest, and Strategy of Actor Involved

Based on research data that the South Jakarta Religious Court is the executor or implementor of the e-court policy, as the executor, the South Jakarta Religious Court has the power, interests and programs or strategies to succeed in the implementation of e-court in South Jakarta PA. In terms of interests, all actors involved in the implementation of e-court have balanced interests and each has advantages. implementing an e-court/electronic court at the South Jakarta Religious Court. The strength of each party or actor involved in implementing e-court at the South Jakarta Religious Court such as the religious court has great power, as well as the power of advocates is also large, while the power of the community is still lacking. While research data from informants from the community explained that the strength of each actor in the implementation of the e-court of the Jakarta Religious Court was quite good.

Based on the results of research related to the interests of each actor, namely the Religious Courts, lawyers and the community in implementing e-courts, they have the same interests, especially those who use legal counsel. While the results of the study also explain that the strength of the interests of each party in the implementation of e-court in the South Jakarta Religious Courts such as the religious courts has a great interest, as well as the interests of advocates are also large, and the interests of the community are also large, because they are as actors/parties. In the context of the Strategy of the Actors Involved, the researcher conducted interviews with religious courts, lawyers and the community in what strategies each actor (the Religious Courts, lawyers and the community) did in implementing e-courts.

Based on the results of research data related to the strategy carried out by the South Jakarta Religious Court is to increase the ability and insight in e-court cases, each party must comply with the rules that have been disciplined, always hold socialization in the office and every time there is a change in e-court. court must be socialized. Based on the results of research data from lawyers about the strategy carried out by lawyers, namely providing tutorials on how to use e-court, especially for the general public and lawyers and making or submitting court proceedings according to the agenda and uploaded on the e-court web. Meanwhile, the results of community research data on the strategies carried out for the implementation of e-court in South Jakarta are several video tutorials for lawyers or prospective use.

Aidi's research (2020) explains that to make the implementation of e-court successful, the Court makes a socialization program or provides information to lawyers about e-court and at the same time directs lawyers to have e-court accounts. The form of the socialization program or the provision of information is to create an e-court corner service to make it easier for lawyers to obtain information about e-court and for who uses the judiciary. Meanwhile, according to Iqbal et al. (2019) In improving the quality of a bureaucratic service related to cases, there are five tools to measure the reform of a service in the bureaucracy related to cases, as follows. (a) There is a new emphasis on a policy program, (b) There is a change in the attitudes and behavior of actors including the community and members of the bureaucracy, (c) There is a changing leadership style leading to an open communication system and good management. also participatory, (d) There is a more efficient use of all available resources in its implementation and, (e) There is a reduction in the legalistic approach.

(2) *Institution and Regime Characteristic*

The environment in which the policy is implemented also has an influence on the achievement of its objectives, so that in this case the characteristics of institutions that are related to a policy will be described. In the implementation of policies that have been prepared, to run them can be separated from a characteristic or role of the implementer of a policy. As is the case with the e-court policy at the South Jakarta Religious Court, at this point, the researcher examines the targets to be achieved and the supervision of the implementation of the e-court of the Jakarta Religious Court. Based on the results of research data regarding the goals that are expected to be achieved in the implementation of the e-court of the Jakarta Religious Court, each litigation process at the Jakarta Seatan Religious Court can be carried out by e-court and it is hoped that by using the e-court the faster the settlement of cases. The implementation of e-court at the South Jakarta Religious Court will increase cases by e-litigation.

To achieve the target of implementing e-court at the South Jakarta Religious Court, it

is very necessary to have control or supervision in its implementation. Based on the results of research data related to the supervision by the South Jakarta Religious Court in the achievement of e-court implementation. The South Jakarta Religious Court is monitoring the implementation by related officers and superiors. And also by making a report every month. In connection with this, it is possible to know or monitor the number of cases that can be resolved by e-litigation.

The results of the research data also reveal that the target of implementing e-court or online to be able to save in terms of time, save in terms of costs and save in terms of documents can be archived properly and can also be run from various places and media easily and also process find data faster. This was also clarified by another informant from a lawyer who made it clear that e-court can reduce the buildup of manual registration queues and make it easier for parties to hold proceedings. Another informant (GP) said the same thing. With the enactment of e-court at the South Jakarta Religious Court, it is easier and helps actors related to the law in litigation, thereby reducing time and reducing costs.

In a series of studies (2020) it is stated that the judiciary which is run in a simple manner, the service can be fast and the costs become lighter can be an answer to the needs of the community, who in general are still economically weak. For "The principle of justice with services that are carried out in a simple manner, the service can be fast and the cost becomes lighter can be an answer to the needs of the community who are generally still economically weak, so for those who are economically weak and vulnerable in terms of social and political affairs, the court must be able to provide assistance. for justice seekers so that they receive fair treatment in accordance with Law Number 48 of 2009.

(3) *Compliance and Responsiveness*

In the variable in the form of this policy context, indicators of the level of compliance and responses by policy implementers are something that is no less important in determining who is the executor, because the level of compliance and response by policy implementers is a form of support to exert influence. achievement of the objectives of policy implementation. Grindle (1980) provides an explanation, namely the last indicator of the implementation of a policy is seen through the extent to which it is complied with and the response by the implementer in responding to the policy. In this section, we will explain to what extent the level of obedience of lawyers and the public who use e-court, the causes of lawyers and the public not implementing e-court and the response of lawyers and the public when e-court is implemented.

According to the results of the research from the South Jakarta Religious Court, it was explained that the level of compliance and response from lawyers was quite high. Most of the lawyers already use e-court. While the level of compliance and community response is still low compared to the level of obedience of lawyers. It was also revealed by the religious court that the lawyer's compliance rate was 99% and the community's level of compliance was 40%. Basically for all e-court users, most of them already understand using e-court at the South Jakarta Religious Court. This is similar to what was revealed in the research of Islamiyah (2021) that the Supreme Court Regulation is the fault of the public's lack of knowledge in terms of new breakthroughs regarding e-court. This condition is caused by disagreements between those who are suing and those who are being sued in continuing the series of events or court activities using e-litigation. This condition is due to the lack of knowledge about the technology used by individuals or registered. The few people who understand the use of e-court are due to the implementation of socialization activities that need to be improved.

Based on the results of research on the reasons why lawyers and the public have not implemented e-court, there are several reasons, namely the e-court system is still often errored so that it hinders the registration process in court, the ignorance of lawyers and the public. Basically, with the implementation of the e-court, the community feels very helpful in litigation in the religious court.

In the e-court policy, the main implementing agency is the South Jakarta Religious Court. The implementing elements of the policy consist of court officials, lawyers and the public. From the institutional side, the South Jakarta Religious Court quickly responded to the decisions contained in Supreme Court Regulation Number 3 of 2018 and Supreme Court Regulation Number 1 of 2019. Since 2018, the South Jakarta Religious Court has implemented judicial administration and trials with an e-court system. Currently, there are no rules regarding obligations to all lawyers in managing case administration and conducting trial activities through the e-court system. Lawyers in South Jakarta PA from 2018 to 2022 have not 100% used the e-court system, or it can be said that some lawyers in processing case documents still do it conventionally. The e-court has not been implemented 100% yet, due to several factors, including it can be seen that there are lawyers who prefer to take care of case administration with the old system, namely manually. On the other hand, people who are being assisted in having their cases taken care of basically only follow directions from lawyers so they tend to only follow what lawyers do. From the observations, the researcher saw that in the process of accepting a lawsuit or in making a request or regarding filing an objection or regarding a rebuttal or regarding resistance as well as regarding intervention, etc. run well, but for processes that use the e-court system it makes the running process more efficient.

Conclusion

The process of implementing E-court at the South Jakarta Religious Court is carried out in two parts, namely (1) the content of the policy and (2) the implementation environment. In the Contents section of the policy, it can be explained as follows: (a) In the interest affected aspect, the implementation of E-court is carried out without being motivated by special interests in certain parties or groups. The interests that form the basis for the implementation of E-court are the interests of the community who need quality judicial services, which means easy service, fast service, low-cost service, effective and efficient service. (b) In the Type of Benefits aspect, it is known that the benefits of implementing E-court are actually felt by the parties concerned, which means that the implementation of E-court is not just a formality policy, ritual or only symbolic. The benefit of E-court is that it makes the judicial and trial administration process more effective and efficient. (c) In the aspect of Extent of Change Envision, it is known that the points achieved in the implementation of E-court are lower case settlement costs, faster queuing of case processes, and easier trial processes. (d) In the Site of Decision Making aspect, it is known that the implementation of the E-court at the South Jakarta Religious Court is a follow-up to the Supreme Court's decision regarding electronic judicial services which has been properly decided and implemented by the chairman of the South Jakarta Religious Court since 2018. (e) In From the aspect of the implementer program, it is known that the first are South Jakarta PA officers, lawyers, and the community who take care of cases at the South Jakarta Religious Court. All elements of the implementor revealed that the implementation of E-court was carried out well in the process of e-filing, e-payment, and e-summons. (f) In the aspect of the Resources Committed, it is known that the supporting resources for the implementation of E-court at the South Jakarta Religious Court have fulfilled the requirements to run E-court well, but from the community element, which sometimes lacks support in terms of facilities

and infrastructure, especially for internet networks and hardware. supporting. In the context of implementation, it can be explained as follows: (a) In the aspect of power, interest, and strategy of actors involved, it is known that the main actor who has the greatest power in E-court is the Supreme Court, then the head of South Jakarta PA is the main implementor of E-court. -court strictly implements and socializes the implementation of E-court in South Jakarta PA. and the next is from lawyers and the community carrying out case administration processes and trials with the E-court system. (b) In the Institution and Regime Characteristic aspect, it is known that the leadership of the head of the South Jakarta Religious Court has firmly decided to directly implement E-court after it was decided in a Supreme Court Regulation by the Supreme Court. Based on the characteristics of the human resources and infrastructure owned to support the implementation of the E-court so as to facilitate the E-court at the South Jakarta Religious Court. (c) In terms of Compliance and Responsiveness, it is known that the South Jakarta Religious Court, in general, lawyers obediently run the E-court but have not fully implemented it yet because there are several obstacles to lawyers or the community who have not fully mastered or have the supporting infrastructure.

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