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Assessing the Effectiveness of the E-Court System Implementation Using the End-User Computing Satisfaction Model at Kotabaru District Court

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ABSTRACT

This research investigates the effectiveness of the Electronic Court System (E-Court) implementation at the Kotabaru District Court in Indonesia, using the End User Computing Satisfaction (EUCS) model. The study aims to assess how well the E-Court system meets its objectives of improving judicial efficiency, transparency, and accessibility, and to identify the barriers that limit its full effectiveness. The research employs a qualitative descriptive approach, utilizing primary data collected through in-depth interviews, structured observations, and document analysis. Interviews were conducted with key stakeholders, including judges, court staff, advocates, and litigants, to gather insights into their experiences with the E-Court system. The EUCS model was used to analyze user satisfaction across five dimensions: content, format, ease of use, timeliness, and support. The findings indicate that while the E-Court system has significantly improved administrative efficiency, reduced time and costs, and enhanced public access to justice, challenges persist in areas such as ease of use, timeliness, and technical support. External factors such as poor internet infrastructure, geographic constraints, and limited digital literacy also hinder the system's full potential. The study concludes that the success of the E-Court system depends on overcoming these barriers through better technical support, improved user interfaces, and broader digital literacy programs. Recommendations are made for both local and national stakeholders to address these issues and enhance the inclusivity and accessibility of the E-Court platform.

Keywords: Electronic Court System, EUCS, Judicial Efficiency, Digital Literacy, Judicial Reform.

I. Introduction

The 1945 Constitution of the Republic of Indonesia affirms that Indonesia is a state founded upon the rule of law (*rechtstaat*). One of the fundamental principles of a legal state is the guarantee of judicial power that operates independently and free from external influence, upholding law and justice impartially. Judicial administration in Indonesia consists of two integral components: the administration and the judiciary. The judiciary serves as an official institution authorized to examine, adjudicate, and decide legal disputes through procedural mechanisms established by national legislation. At the same time, judicial administration encompasses all clerical and organizational functions that support courts in their duties to receive, process, adjudicate, decide, and finalize cases in accordance with legal norms. In ensuring the effectiveness of these



functions, the operation of courts must adhere to the principles of simplicity, expediency, and low cost, as stipulated in Article 4, paragraph (2), of Law No. 48 of 2009 concerning Judicial Power. Article 2, paragraph (4) of the same law reinforces the requirement for judicial integrity and accountability as central pillars of a credible justice system. In this regard, the International Consortium for Court Excellence (ICCE) emphasizes that the effectiveness and efficiency of court operations are key indicators of judicial excellence and depend primarily on institutional capacity, procedural coherence, and the strategic use of information technology. Consequently, technological innovation has become an essential supporting factor in achieving effective judicial administration.

Before the introduction of technological reforms, case management in Indonesian courts was entirely manual. Litigants—whether acting individually or through legal counsel—were required to submit case registrations in person at designated desks within the court, traditionally labeled as Desk I, Desk II, and Desk III, each with specific administrative responsibilities. This manual system often led to bureaucratic delays, procedural complexities, and increased costs, discouraging public participation in pursuing legal redress. As a public service institution, the court is expected to embody the constitutional ideals of justice and accessibility by providing transparent, efficient, and responsive services to the community. The advent of the Fourth Industrial Revolution (Industry 4.0) has fundamentally reshaped the global governance landscape through the pervasive integration of digital technologies and internet-based platforms. This transformation has extended into the legal domain, influencing how courts deliver justice and interact with litigants. The introduction of digital court systems has been recognized globally as a mechanism to improve procedural transparency, institutional accountability, and operational efficiency. Within Indonesia's judicial context, these technological advancements culminated in the establishment of the Electronic Court System (E-Court), an innovation officially launched by the Supreme Court of the Republic of Indonesia.

The E-Court system was initially introduced through Supreme Court Regulation (*PERMA*) No. 3 of 2018 on the Electronic Administration of Court Cases and was subsequently refined by *PERMA* No. 1 of 2019. This innovation forms part of the broader judicial reform agenda designed to modernize Indonesia's justice system. The E-Court application facilitates several core functions: electronic case registration (*e-filing*), electronic payment of case fees (*e-payment*), electronic delivery of court summons (*e-summons*), and online court proceedings (*e-litigation*). According to Hatta (2018), the adoption of E-Court is expected to enhance public service delivery by reducing administrative inefficiencies and minimizing transactional costs while simultaneously strengthening transparency and accountability in judicial processes. The system covers various categories of civil, administrative, and religious cases, including ordinary civil lawsuits, small claims, and petitions filed by registered users or advocates.

The E-Court application, launched by Chief Justice Prof. Dr. M. Hatta Ali, S.H., M.H., in Balikpapan on October 13, 2018, marked a milestone in Indonesia's transition toward digital justice. Initially implemented as a pilot project, the system underwent multiple phases of testing to ensure technical stability and user readiness before its nationwide rollout. The overarching goal was to provide equitable access to justice, streamline case processing, and reduce bureaucratic complexity. From a theoretical perspective, electronic judicial mechanisms promote efficiency through remote hearings, digital document submission, and teleconference-based examinations, which minimize logistical constraints (Ni Putu Rivani Kartika Sari, 2018). From a practical standpoint, the E-Court system seeks to realize the ideal of "swift, simple, and low-cost justice" through features that allow litigants to manage cases online, submit procedural documents, pay fees electronically, and access case archives (Rudi, 2018). This system is designed not only to improve administrative accuracy but also to foster public trust in judicial institutions.

Nevertheless, the implementation of the E-Court system at the Kotabaru District Court has revealed a discrepancy between normative objectives and practical realities. Field observations and interviews conducted with court personnel and system users indicate several challenges that have hindered the system's effectiveness. Technically, unstable servers and inconsistent network connections often disrupt user access, leading to data loss and requiring re-entry of case information. Geographically, the jurisdiction of Kotabaru District Court—spanning both mainland and island territories—poses logistical challenges for the delivery of

electronic summons (e-summons), particularly when using registered postal services rather than direct service by court bailiffs (*jurusita*). Functionally, limitations in the system's interface restrict users' ability to view case journals, schedules, and archives without sufficient technical or communicative support. Sociologically, differences in digital literacy among litigants, especially those without legal representation, further impede the system's usability and inclusivity.

Empirical findings thus demonstrate that the effectiveness of the E-Court implementation in the Kotabaru District Court remains below optimal. This situation reflects a gap between the legal ideal of technological modernization and its practical execution, necessitating a structured evaluation framework. To address this, the present study employs the End User Computing Satisfaction (EUCS) model developed by Doll and Torkzadeh. This model provides a multidimensional analytical framework for assessing user satisfaction with information systems, focusing on five critical dimensions: content, accuracy, format, ease of use, and timeliness. By utilizing this model, the research aims to evaluate how well the E-Court system meets user expectations and supports the principles of efficiency, transparency, and justice in court administration at Kotabaru District Court. Hence, this study is entitled: *"Effectiveness of the Implementation of the Electronic Court System (E-Court) Using the End User Computing Satisfaction Model at the Kotabaru District Court."*

In the context outlined above, the research focuses on two central questions. The first concerns the degree of effectiveness in implementing the E-Court system, as measured by the EUCS model, within the operational setting of the Kotabaru District Court. The second addresses the key factors that inhibit the successful implementation of the system from the users' perspective, encompassing technical, institutional, and sociocultural dimensions. Accordingly, the study seeks to achieve two primary objectives. The first is to analyze the overall effectiveness of E-Court implementation at Kotabaru District Court through the evaluative lens of the EUCS model, emphasizing the interaction between system performance and user satisfaction. The second is to identify and examine the inhibiting factors that affect the system's performance from the end-user perspective, with particular attention to barriers arising from technological limitations, administrative processes, and user capabilities.

The significance of this research lies in its dual contribution to theoretical development and managerial practice. Theoretically, it extends the academic discourse on digital governance and public administration by applying the EUCS model to assess the performance of judicial information systems. The study provides an empirical foundation for understanding how user satisfaction relates to the effectiveness of e-government applications within Indonesia's justice system. It also enriches the literature on the integration of technology in legal institutions, contributing to broader discussions of digital transformation and institutional adaptation in developing countries. From a managerial and policy standpoint, this research offers practical insights for court administrators, judicial policymakers, and the Supreme Court's Information Technology Directorate in optimizing E-Court operations. The findings are expected to help improve system reliability, strengthen digital infrastructure, and enhance user engagement through training and communication programs. For the Kotabaru District Court specifically, the study's implications include improving administrative readiness, developing more inclusive service models, and cultivating digital literacy among litigants. Ultimately, by bridging the gap between judicial reform policy and user experience, the implementation of the E-Court system can evolve into a sustainable model for transparent, efficient, and accessible justice in Indonesia's digital era.

II. Literature Review and Hypothesis Development

2.1. Public Administration Theory

Etymologically, the term administration derives from the Latin *ad* and *ministrare*, meaning "to serve, assist, and fulfill." In historical usage, it appears as *administratio* (noun) and *administrativus* (adjective), carried into English as "administration" and into Indonesian as "administrasi" (Hadari, 2021). In a narrow clerical sense—akin to the Dutch *administratie*—administration refers to recordkeeping, correspondence, basic

bookkeeping, typing, and the systematic documentation of information for easy retrieval. In the broader sense—mirroring the English administration—it concerns cooperative activity undertaken by a group to achieve common objectives, whether framed as "activities of groups cooperating to accomplish common goals" (Simon, 1947) or "getting things done, with the accomplishment of defined objectives" (Gulick & Urwick, 1937). Specifically, Chandler and Plano (as cited in Pasolong, 2010) define the field as the process through which public resources and personnel are organized and coordinated to formulate, implement, and manage public policy decisions. This view aligns with Pasolong (2010), who emphasizes inter-institutional cooperation aimed at meeting public needs efficiently and effectively, and Nicholas (as cited in Pasolong, 2010), who characterizes public administration as a complex synthesis of theory and practice that both explains government's relationship to the governed and steers policy toward responsiveness to social needs. Keban (2008) similarly underlines the state's role as regulator and initiator, often presuming that citizens, as passive subjects, require guidance and service from government.

Gray (as cited in Pasolong, 2010) identifies the functions of public administration as ensuring equitable income distribution and protecting civil liberties and property, while Herbert Simon (as cited in Pasolong, 2010) connects administrative efficiency to specialization, hierarchy, controlled supervision, and organized task grouping. The essential features of administration—collective action, cooperation, process, leadership, and shared objectives—form the conceptual bridge to this study's focus on E-Court implementation. The E-Court represents an administrative innovation that integrates technology, people, and processes to produce public value within justice services. From an analytical perspective in public administration, system analysis is key to identifying weaknesses in existing processes and assessing the feasibility of new systems—economically, technically, operationally, and legally. In this sense, the implementation of E-Court at the Kotabaru District Court constitutes administrative reform. Its success depends on how effectively the court organizes and coordinates public resources to deliver efficient, equitable, and responsive services. Since E-Court aims to realize the principle of simple, speedy, and low-cost justice, its effectiveness should be evaluated based on user outcomes rather than procedural compliance alone.

2.2. Public Service Theory

Public service is a fundamental function of public administration, centered on delivering benefits to citizens in a manner consistent with justice and equality. Zeithaml, Bitner, and Gremler (2018) define service as a set of activities designed to satisfy users, with performance measured by perceived satisfaction, convenience, and utility. Dwiyanto (2006) emphasizes that high-quality public service must be citizen-oriented, non-discriminatory, accessible, and transparent, while upholding accountability and responsiveness. The emergence of digital governance has transformed this paradigm, shifting public services from face-to-face interaction to technology-mediated systems. This shift introduces new challenges related to accessibility, inclusivity, and reliability. To address these, evaluative frameworks such as the End User Computing Satisfaction (EUCS) model become vital. Developed by Doll and Torkzadeh (1988), EUCS assesses user satisfaction with information systems based on five core dimensions: content, accuracy, format, ease of use, and timeliness. In public service contexts, a sixth dimension—support—is often added to capture the importance of technical assistance and guidance.

Applied to the E-Court, content refers to the relevance and completeness of case information, schedules, and status updates; accuracy ensures the data's reliability and consistency; format reflects clarity of presentation and accessibility of interfaces; ease of use measures user navigability and procedural simplicity; and timeliness evaluates the system's responsiveness in providing information and processing transactions. Support denotes technical help and problem resolution. Public service theory and EUCS share a symbiotic relationship: the former establishes normative standards of fairness and responsiveness, while the latter shapes public service practice. At the same time, the latter provides a user-centered mechanism for assessing whether technology-based services meet these standards. Consequently, EUCS serves not only as an

evaluative tool but also as a diagnostic model for continuous improvement. Integrating these perspectives enables a holistic understanding of E-Court's quality—covering both its technological reliability and its perceived value to justice seekers.

2.3. Policy Implementation Theory

Policy implementation theory provides a framework for understanding how formal decisions are executed and produce real-world impact. Edwards III (1980) identifies four interrelated factors that determine the success of policy implementation: communication, resources, dispositions (or implementer attitudes), and bureaucratic structure. In the E-Court context, communication involves disseminating clear and consistent information about system goals, procedures, and benefits to judges, clerks, lawyers, and litigants. Ineffective communication risks confusion and resistance. Resources encompass digital infrastructure, internet connectivity, trained personnel, and adequate budgets. Without these, service performance declines, leading to system errors or delays that undermine user trust. Dispositions refer to the attitudes and commitment of implementers—motivated personnel drive adoption and assist users, while indifference hampers reform. Bureaucratic structure relates to workflow design and procedural flexibility; a streamlined structure accelerates service, while rigid hierarchies impede efficiency. When combined with the EUCS framework (Doll & Torkzadeh, 1988), this theory reveals that user satisfaction depends not only on system design but also on the quality of policy execution. Even well-engineered systems fail if poorly implemented. Hence, the success of E-Court depends equally on institutional communication, resource allocation, and bureaucratic adaptability. Together, policy implementation theory and EUCS offer a multidimensional approach to assessing E-Court as both a policy reform and a technological service, bridging organizational processes with citizen-centered outcomes.

2.4. Prior Studies

A growing body of literature—both Indonesian and international—examines the impact of E-Court systems on judicial performance and public service quality. Haji Rifqah and Helda Yana (2024) emphasize E-Court's role in realizing the principles of swift, simple, and low-cost justice through improved transparency and administrative efficiency. However, their study focuses primarily on legal norms. Tria Prabawati, Noverman Duadji, and Ita Prihantika (2021) find that E-Court reduces processing time and administrative costs at the Tanjung Karang District Court, enhancing service quality without explicitly employing the EUCS model. Similarly, Ocarina Majolica Fae et al. (2021) and Andi Jusran Kasim et al. (2021) highlight the system's efficiency during the COVID-19 pandemic, particularly in overcoming mobility and health constraints. However, their analyses are confined to emergency contexts. Angreani Triana (2021) explores E-Court's conformity to judicial principles at Karawang District Court, while Ahmad Fikri Hidayat et al. (2024) report administrative acceleration in civil cases. Internationally, Lu Min and Zhang Wei (2022) demonstrate that China's E-Court improves judicial accessibility and efficiency. While these studies collectively underscore E-Court's transformative potential, they share a key limitation: the absence of a structured user-satisfaction analysis based on EUCS. This study, therefore, makes a novel contribution by integrating the EUCS model to assess user experiences in Kotabaru—a region characterized by geographic dispersion and uneven digital infrastructure—thereby enriching both theoretical discourse and empirical understanding of judicial digitalization.

2.5. Conceptual Framework

Indonesia's E-Court initiative embodies the statutory mandate of simple, speedy, and low-cost justice as stipulated in Article 2(4) of Law No. 48 of 2009 on Judicial Power. It has evolved through PERMA No. 3 of 2018, refined by PERMA No. 1 of 2019, and reinforced by PERMA No. 7 of 2022, which governs electronic summons and notifications via registered mail. These reforms introduced transformative elements, including

electronic domiciles, virtual hearings, and digital verdict delivery. This research applies the EUCS model as its central analytical lens to evaluate user satisfaction with E-Court implementation at the Kotabaru District Court, with particular attention to the challenges posed by registered-mail summons across archipelagic territories. The five EUCS dimensions—content, format, ease of use, timeliness, and accuracy—are used to assess system effectiveness and user experience, complemented by an additional support dimension that captures technical and administrative assistance. Policy implementation theory connects these user-level findings to institutional capacity—communication, resources, implementer disposition, and bureaucracy—while public service theory provides the evaluative criteria of accessibility, accountability, and responsiveness. Together, these frameworks establish a comprehensive model linking national policy intent, local implementation realities, and end-user outcomes. The ultimate goal is to determine whether E-Court's ideals of digital justice are effectively realized in users' daily experiences.

2.6. Operational Definitions

To ensure conceptual clarity, the study defines its core variables as follows:

- a. Implementation Effectiveness refers to the degree to which the E-Court at the Kotabaru District Court achieves its intended objectives of simple, speedy, and low-cost justice under Law No. 48 of 2009. Effectiveness encompasses procedural efficiency, accessibility, transparency, and timeliness, dependent on technological reliability, staff competence, and contextual adaptability to Kotabaru's dispersed geography.
- b. Electronic Court System (E-Court) denotes the integrated digital infrastructure enabling case registration, fee payment, summons, document exchange, and online hearings—regulated under PERMA No. 3 of 2018, PERMA No. 1 of 2019, and PERMA No. 7 of 2022. In this study, it is viewed as an instrument of administrative reform aimed at enhancing service quality rather than a purely technical tool.
- c. End User Computing Satisfaction (EUCS) refers to a user-centered model developed by Doll and Torkzadeh (1988) for evaluating satisfaction with information systems. It includes five dimensions—content, format, ease of use, timeliness, and accuracy—extended here with a *support* component to capture real-world service conditions.

Finally, User Experience, Perception, and Satisfaction are distinguished as follows:

- a. Experience describes all user interactions with E-Court, from registration to adjudication and archiving.
- b. Perception represents users' subjective evaluations of usefulness and quality relative to expectations or prior manual systems.
- c. Satisfaction integrates these perceptions into a holistic post-use judgment reflecting both technical performance and human service quality, including courtesy, responsiveness, and procedural clarity from court personnel.

III. Research Method

This study employs a qualitative approach. The chapter elaborates on the research design, sources of information, instruments, data collection procedures, and the data analysis strategy adopted to examine the implementation effectiveness of the Electronic Court (E-Court) at the Kotabaru District Court through the End User Computing Satisfaction (EUCS) lens.

3.1. Research Type

The research adopts a qualitative, descriptive design to develop an in-depth understanding of how the E-Court is implemented and experienced by those who use and administer it at the Kotabaru District Court. Rather than reducing outcomes to numerical indicators alone, the study seeks to uncover the meanings, perceptions, and lived experiences of judges, court administrators, advocates, and litigants as they interact with electronic case registration, payments, electronic summons, and online litigation features. A descriptive qualitative orientation is appropriate because it facilitates a rich, contextualized portrait of field realities, allowing the researcher to portray how national rules—PERMA No. 3/2018, PERMA No. 1/2019, and PERMA No. 7/2022—are translated into day-to-day practices at the local level. Consistent with the thesis objective, the analysis focuses on end-user satisfaction and service quality rather than formal procedural compliance alone, thus aligning legal mandates for simple, speedy, and low-cost justice with the EUCS framework.

3.2. Data Sources

The study draws on both primary and secondary data. Primary data are generated directly in the field through in-depth interviews and systematic observation of stakeholders who interact with the E-Court. These stakeholders include judges who use E-Court to examine and decide cases; registrars and court staff responsible for electronic case administration; advocates and legal representatives who submit and manage filings online; and parties to disputes—plaintiffs and defendants—who experience registration, issuance of summons, and receipt of decisions via electronic channels. These primary accounts are crucial for capturing situated experiences, perceived benefits and shortcomings, and levels of satisfaction in a jurisdiction with distinctive social and geographic features, such as Kotabaru. Secondary data comprise governing statutes and regulations—namely Law No. 48 of 2009 on Judicial Power; PERMA No. 3 of 2018 on Electronic Case Administration; PERMA No. 1 of 2019 on Electronic Administration and Hearings; and PERMA No. 7 of 2022 on revisions to electronic proceedings—together with official court documents such as the Kotabaru District Court's annual reports, internal E-Court implementation notes, and case statistics. Scholarly literature on public administration, public service, policy implementation, and EUCS, as well as prior empirical studies on E-Court in Indonesia, is also consulted to situate findings and enable analytical comparison.

3.3. Research Instruments

In qualitative inquiry, the researcher is the principal instrument, exercising sensitivity to context, the ability to probe and follow up emergent themes, and reflexive judgment from data gathering through interpretation. To support systematic elicitation and triangulation, several auxiliary instruments are employed. First, an interview guide structures but does not rigidly constrain conversations with judges, registrars, staff, advocates, and litigants. The guide is aligned with EUCS dimensions—content, format, ease of use, timeliness, and support—so that questions explore the relevance and completeness of information provided by E-Court; the clarity and readability of documents and interfaces; the navigability of workflows for both digitally literate and novice users; the punctuality of notifications, summons, and document availability; and the presence and responsiveness of technical and administrative assistance when problems arise. Illustratively, interview prompts invite participants to reflect on whether E-Court information is sufficiently comprehensive for their procedural needs, whether screen layouts and outputs are understandable, how easy it is to accomplish routine tasks without in-person assistance, whether electronic communications arrive promptly compared with manual practice, and what kinds of help are offered in the event of errors or system downtime.

Second, structured observation sheets are used to record real-time situations involving E-Court use within the court, including the flow of electronic registration, the interaction between staff and users at service points, the sequencing of tasks across units, and any technical incidents or bottlenecks. Observation is conducted in both non-participant and limited-participant modes, as appropriate to the setting, enabling the

researcher to corroborate or contrast interview narratives with directly witnessed practices. Third, a documentation checklist guides the collection of relevant secondary materials, such as internal reports, case registers, standard operating procedures, and regulatory texts, as well as academic sources. These documents provide contextual evidence, support the reconstruction of process histories, and ground interpretations in traceable records. To clarify field coverage, the Kotabaru District Court staffing composition at the time of study comprises one chairperson and one vice-chairperson, five judges, one registrar, three deputy registrars (civil, criminal, and legal affairs), one substitute registrar, one bailiff, one deputy bailiff, three clerical staff in the registry, and five officers at the integrated service desk (PTSP), totaling twenty-two personnel. This distribution informs sampling of key informants—such as judges, the registrar, and managers responsible for E-Court—and general informants, including front-line staff, advocates, and members of the public who have used E-Court services. Key informants provide policy, regulatory, and technical insight, while general informants supply experiential testimony on satisfaction, obstacles, and perceived benefits.

3.4. Data Collection Techniques

Data are collected through mutually reinforcing techniques: interviews, observation, and document review. Interviews are conducted face-to-face using a combination of structured and unstructured formats. The structured component relies on a pre-prepared list of prompts organized by EUCS dimensions to ensure coverage and comparability across respondents. The unstructured component allows conversation to flow from respondents' priorities and experiences, enabling more profound exploration of emergent issues, contextual nuances, and illustrative cases that preset questions may not capture. Observation complements interviews by enabling the researcher to directly witness E-Court transactions, service interactions, and system performance under routine conditions, thereby producing factual records that validate or complicate interview claims. Documentation furnishes legal foundations, internal performance narratives, and quantitative traces that help triangulate and enrich the qualitative corpus. Together, these techniques provide a comprehensive and auditable evidentiary base.

3.5. Procedures for Data Collection

The research proceeds through four interlinked stages. The planning stage formulates the problem statement and research focus, anchored in a review of pertinent statutes, regulatory guidance, court documents, and scholarly literature on E-Court implementation and service effectiveness. This stage establishes the conceptual scaffolding and clarifies the operational scope. The data collection stage then generates primary evidence through in-depth interviews with the chair and vice-chair, judges, the registrar and deputy registrars, substitute registrar, bailiffs, registry staff, PTSP officers, and service users who have engaged with E-Court. Concurrent observation documents real-world service flows, touchpoints, and constraints, while document review compiles official records and prior analyses related to electronic proceedings. The data processing and analysis stage organizes the material for interpretation; details are described in Section F below. Finally, the synthesis and recommendation stage distills findings into conclusions linked to the theoretical framework. It proposes constructive, context-appropriate improvements for the Kotabaru District Court, spanning user comprehension, service effectiveness, and on-the-ground implementation quality.

3.6. Data Analysis Method

Data analysis follows a qualitative descriptive strategy oriented toward meaning, process, and interpretation. The first step, data reduction, entails sorting, condensing, and focusing the collected interview transcripts, observation notes, and documents on salient themes relevant to research questions. Redundant or tangential material is set aside, while segments are grouped under provisional categories such as EUCS

dimensions, implementation enablers and barriers, and comparative reflections on manual versus electronic procedures. The second step, data display, organizes reduced data into coherent narrative matrices and concise tables or schematics, facilitating pattern recognition, contrastive examination across respondent groups, and logical linking among findings. The third step, conclusion drawing and verification, integrates interpreted patterns into analytically defensible claims, continuously testing these claims against the data through iterative revisiting of transcripts, observation records, and documents. Credibility is enhanced by triangulation across sources and methods and by attending to disconfirming evidence when present. The outcome of this process is a set of empirically grounded conclusions about the effectiveness of E-Court implementation at the Kotabaru District Court, articulated in terms of user satisfaction (EUCS), public service quality, and policy implementation conditions, together with actionable recommendations for improvement.

IV. Results and Discussion

4.1. Effectiveness of the Implementation of the Electronic Court System (E-Court) at the Kotabaru District Court

The implementation of the Electronic Court System (E-Court) at the Kotabaru District Court was a critical step in modernizing Indonesia's judicial system. Guided by the Supreme Court Regulations (PERMA) No. 3/2018, No. 1/2019, and No. 7/2022, the E-Court aims to provide a simpler, faster, and more affordable system of justice. The system includes various features, such as e-filing, e-payment, e-summons, and e-litigation. These innovations were designed to streamline administrative processes, reduce costs, and improve accessibility to justice. Despite the promising features of the E-Court system, its implementation has faced challenges that affect its overall effectiveness. The following sections present the findings across the five dimensions of End User Computing Satisfaction (EUCS): content, format, ease of use, timeliness, and support.

a. Content (Information Quality)

The content dimension of E-Court relates to the relevance, completeness, and clarity of the information provided through the system. In Kotabaru, the E-Court system offers comprehensive data on case status, hearing schedules, and judicial decisions.

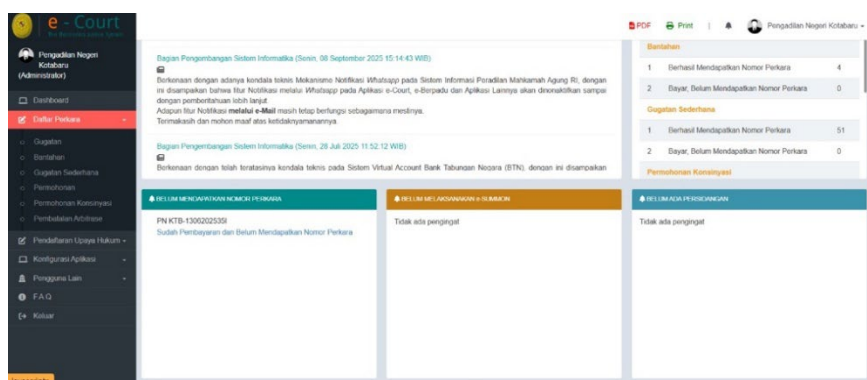


Figure 1. Dashboard E-Court application of the Kotabaru District Court

Figure 1 shows a screenshot of the E-Court dashboard, highlighting the system's functionalities, including case lists, litigation records, and configuration options. The dashboard was observed to be operational and utilized for various case types, including civil, criminal, and simple lawsuits. However, technical issues, such as failures in the WhatsApp notification system and difficulties with BSI virtual account integration, were reported on multiple occasions. These problems hindered the system's efficiency, forcing users to rely on email notifications that created delays and confusion. Additionally, data synchronization

discrepancies were identified, with some cases showing payment records but lacking the corresponding case number, further delaying case processing.

Despite these challenges, most users, including judges, clerks, and lawyers, expressed satisfaction with the system's information. For example, Guntur Pambudi Wijaya, S.H., M.H., the Chief Judge of the Kotabaru District Court, noted:

"The information provided by the E-Court system is clear and significantly helps in speeding up the trial process."

However, Afan Firdaus, S.H., a local lawyer, pointed out that the summons data was still managed by a third party (PT Pos Indonesia) and not fully integrated into the system, resulting in inefficiencies in the summons process.

b. Format (Document Structure)

The format dimension evaluates the consistency and usability of the electronic documents produced by the E-Court system. According to observations and interviews, the E-Court system in Kotabaru adheres to the Supreme Court's standards for legal documents, ensuring they meet court requirements. Figure 4.2 shows a screenshot of the administrator dashboard, where administrative functions such as case registration, document uploads, and user management are carried out.

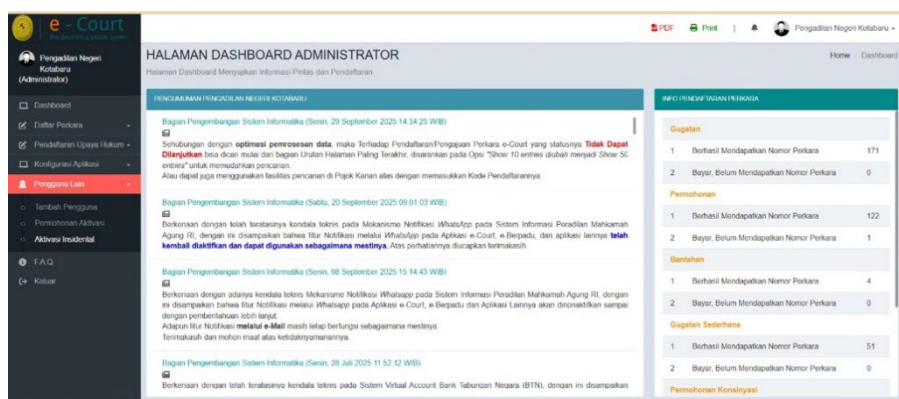


Figure 2. Dashboard Administrator

The uniform format of electronic documents reduces administrative errors by ensuring that all case-related information is presented in a standardized manner, making it easier for judges and lawyers to process and understand the documents. Despite these benefits, some issues related to the integration of third-party data, particularly those involving summons issued by PT Pos, were highlighted. Halifardi, S.H., a legal practitioner, remarked:

"The documents provided by E-Court are standardized, but the summons data, managed by PT Pos, is not integrated into the system, which causes delays."

d. Ease of Use (User-Friendliness)

The ease of use dimension refers to how user-friendly the system is for various stakeholders involved in the court process, including judges, clerks, lawyers, and litigants. Based on the findings, the E-Court system is generally considered easy to use, especially for court staff and legal practitioners. The system's straightforward interface and navigation allow users to access and manage case data remotely, making it

convenient for lawyers who do not need to visit the court in person to monitor case progress. Figure 4.3 illustrates the E-Court activation page, showing how users initiate their registration and use of the system. Most informants, including judges and clerks, reported that they quickly adapted to the system due to its straightforward design. Isdaryanto, S.H., M.H., a local judge, stated:

"The system is easy to access and can be used from anywhere, which makes it very convenient."

However, issues persist among the general public, especially among those unfamiliar with technology. Ratna Yuliana Manalu, S.H., a court staff member, pointed out:

"Although the system is easy to use, many people, especially the elderly, struggle with the digital process and require assistance."

d. Timeliness (Efficiency in Time Management)

The timeliness dimension assesses whether the system facilitates timely processes for filing cases, issuing summons, and conducting hearings. Overall, the E-Court system at Kotabaru has dramatically improved the speed of case administration. Processes such as case registration and payment are faster compared to the previous manual methods.

However, as noted, the summons process still relies on traditional postal services (via PT Pos Indonesia), which causes delays. Halifardi, S.H., emphasized:

"While the E-Court system itself speeds up the process, the postal summons often arrives late, affecting the schedule."

Afan Firdaus, S.H., also mentioned:

"The e-litigation feature speeds up the proceedings, but the manual summons process slows things down significantly."

This discrepancy highlights that while E-Court improves most administrative processes, reliance on outdated methods for specific tasks (such as summons delivery) still creates inefficiencies.

e. Support (Technical and Organizational Support)

The support dimension refers to the availability and quality of assistance provided to system users. At Kotabaru, the court staff, particularly those responsible for managing the E-Court system, are well-trained and capable of assisting users effectively. Isdaryanto, S.H., M.H., remarked:

"The court staff is very knowledgeable about the system, making it easy for users to get help."

However, some informants noted that technical support can sometimes be insufficient due to the large volume of cases and the limited number of support staff. Furthermore, Muhammad Noor Asikin, S.H., a local lawyer, suggested that the support system might be overwhelmed by the growing number of users, especially in remote areas with limited internet access. Summary of Findings:

- 1) Content (Information Quality): Information is comprehensive and valuable for case management, though technical glitches, such as notification failures and data synchronization issues, still exist.
- 2) Format (Document Structure): The system adheres to Supreme Court standards, ensuring document consistency, although integration with external data (summons) needs improvement.

- 3) Ease of Use (User-Friendliness): The system is user-friendly for court staff and legal professionals but poses challenges for the general public, particularly those with limited digital skills.
 - 4) Timeliness (Efficiency in Time Management): The system improves case processing time, but delays in the postal summons process still create bottlenecks.
 - 5) Support (Technical and Organizational Support): Court staff provide adequate assistance, but the support system is sometimes overwhelmed by demand.
- 4.2. Factors Hindering the Implementation of the E-Court System

While the E-Court system has shown significant promise, several external factors continue to hinder its full effectiveness. These include:

- a. Internet Connectivity Issues
Kotabaru's geographical characteristics, with several remote areas and islands, contribute to limited internet access. Many users, especially those in rural areas, experience disruptions when registering cases or uploading documents, making it difficult to utilize the system fully. Muhammad Noor Asikin, S.H., a local lawyer, noted:

"Internet connectivity issues in certain areas make it difficult to register cases online."

- b. Manual Summons Process
The continued reliance on PT Pos Indonesia for issuing summons is seen as an ineffective practice that delays the judicial process. While e-summons is a feature of the E-Court system, its integration with the traditional postal system is still required in some cases, causing delays and logistical issues.

- c. Low Digital Literacy Among Users
A lack of digital literacy is another barrier to the effective use of the E-Court system. Many members of the public, especially older individuals or those from rural areas, face difficulties navigating the system. Despite efforts to assist these users, there is a clear need for digital education to improve access to justice for all.

- d. Geographical Barriers
Kotabaru's vast and diverse geographical landscape, encompassing both mainland and island areas, poses a significant challenge to ensuring equitable access to the E-Court system. Isdaryanto, S.H., M.H., a judge at the district court, emphasized:

"The geographical layout of Kotabaru, with its islands, makes it difficult for some people to access the court system effectively."

4.3. Discussion

The findings from the implementation of the Electronic Court System (E-Court) at the Kotabaru District Court reveal both promising outcomes and substantial challenges. While the system has brought significant improvements to the judicial process in terms of efficiency, cost reduction, and accessibility, its full potential has not been realized due to several external barriers. This discussion synthesizes the study's findings. It offers more profound insights into the key challenges and opportunities for the future of E-Court in Indonesia, particularly in regions such as Kotabaru.

a. Positive Impact of E-Court on Judicial Efficiency

One of the main objectives of implementing E-Court was to streamline judicial procedures, making them faster, more straightforward, and more cost-effective. Based on the findings, the system has indeed improved administrative efficiency in several ways:

- 1) E-Filing and E-Payment features have reduced the time spent on case registration and payment of court fees. Users no longer need to physically visit the court to file documents or make payments, which speeds up the overall process.
- 2) The E-Litigation system has allowed court hearings to proceed virtually, reducing delays caused by scheduling conflicts and geographical constraints, especially important in a vast and dispersed region like Kotabaru.
- 3) E-Summons, while still facing integration challenges, has helped improve the communication of hearing dates to litigants, especially those who may otherwise have faced difficulties in receiving traditional summons.

As Isdaryanto, S.H., M.H., a local judge, noted:

"E-Court has simplified the administrative side of litigation, making the process much quicker and more efficient than before".

This aligns with the broader goals of digital justice reform, which seeks to modernize court systems to meet the increasing demand for accessibility and efficiency. The shift from paper-based processes to digital procedures represents a significant leap forward in modernizing judicial practices. However, despite these advances, challenges remain that threaten to hinder the full realization of the system's benefits, particularly in remote and underserved areas like Kotabaru.

b. External Barriers to Effective Implementation

The implementation of E-Court at Kotabaru is a positive step toward modernizing the judicial system, but several external factors complicate its effectiveness. These barriers highlight the gap between policy and practical execution, and provide important lessons for future digital justice projects.

1) Internet Connectivity Issues

The most critical external barrier identified was internet connectivity. Kotabaru's geographic location—spanning both the mainland and the islands—presents logistical challenges, including limited access to reliable internet. This directly affects users' ability, particularly those in rural or remote areas, to register cases, upload documents, or follow proceedings through the system. As Muhammad Noor Asikin, S.H., an advocate based in Kotabaru, observed:

"The internet connection in some parts of Kotabaru is unstable, and this causes failures during the case registration process. It is a significant challenge for many users".

This problem is not unique to Kotabaru; it reflects broader digital infrastructure issues across many rural and outer-island areas in Indonesia. The digital divide between urban and rural areas, where access to stable internet is limited, poses a fundamental barrier to the equitable implementation of digital systems like E-Court. National efforts to improve internet infrastructure must be synchronized with regional efforts to ensure equal access to justice.

2) Digital Literacy Gap

Alongside connectivity challenges, digital literacy remains a significant hurdle. Many litigants, particularly those from non-urban areas, face difficulties understanding and navigating the E-Court system. This issue is compounded by the fact that many court users, especially the elderly or those without formal technology education, are unfamiliar with digital platforms. Ratna Yuliana Manalu, S.H., a court clerk, pointed out:

"While the system is easy to use, there are still many people, especially older individuals, who are not familiar with digital processes and require assistance".

This points to a critical need for digital education and training programs to help court users engage with the system effectively. The government and judiciary need to invest in initiatives to improve digital literacy, especially among vulnerable groups, to ensure that all citizens can fully benefit from the digital justice system.

3) Integration with Traditional Systems

While E-Court has successfully digitized many aspects of the judicial process, the continued reliance on traditional systems—such as postal services (PT Pos Indonesia) for summons delivery—compromises the system's efficiency. The manual summons process is not only time-consuming but also unreliable, especially in a region like Kotabaru, where geographical barriers make it difficult to reach. Halifardi, S.H., a legal practitioner, noted:

"While the E-Court system is great for many aspects of litigation, the manual process of summons delivery is still a major bottleneck. This can delay hearings, especially when summonses do not arrive on time".

Although E-Summons is part of the E-Court framework, its reliance on manual processes means the entire system's efficiency remains compromised. The integration of fully digital summons and notification systems would help address this issue, enabling faster, more reliable communication with court participants.

4) Geographical Barriers and Access to Services

Kotabaru's geographical layout, with its sprawling archipelago, means that many residents of smaller islands or remote areas face logistical challenges when trying to access the E-Court system. The difficulty in reaching physical locations, combined with connectivity problems, limits the effectiveness of the digital platform in providing equal access to justice. Isdaryanto, S.H., M.H., explained:

"The geographic nature of Kotabaru makes it challenging for some people to access the E-Court system. Those living on smaller islands often have to travel long distances to reach the court".

This issue underscores the need for adaptive solutions that go beyond technological systems. Providing mobile court units or outreach programs could be a potential solution to improve accessibility for those in remote regions.

c. Potential Solutions and Recommendations

To address these external barriers and improve the effectiveness of E-Court at Kotabaru, several measures can be implemented:

- 1) **Improve Internet Infrastructure:** Investment in internet infrastructure is critical to ensure stable and reliable access to the E-Court system across Kotabaru and other remote areas. This would help bridge the digital divide and allow all users, regardless of their location, to access the system.
- 2) **Promote Digital Literacy:** Launch digital literacy campaigns to educate the public, especially those from vulnerable groups, on how to use the E-Court system. Training programs for advocates, litigants, and court staff would enhance user engagement and ensure more effective system adoption.
- 3) **Complete Digital Integration:** Accelerate the full integration of the E-Court system by eliminating the reliance on manual processes, such as postal summons, and ensuring all communication and administrative procedures are handled digitally.
- 4) **Adapt to Local Contexts:** In regions like Kotabaru, where geography plays a significant role, develop innovative models like mobile court services or digital assistance units that can help people access justice without the need for long-distance travel.

The implementation of the E-Court system at Kotabaru District Court represents a step forward in the digital transformation of the judicial process. While it has proven effective in many areas—such as improving administrative efficiency, speeding up case processing, and reducing costs—the system's full potential remains hampered by external barriers. For E-Court to become truly effective and inclusive, a holistic approach that addresses both technological challenges and social factors (like internet access, digital literacy, and geographical barriers) is necessary. The system's design must be adaptable to local contexts, ensuring that all users, regardless of their geographical location or digital competence, can benefit from a modernized judicial system. In line with these goals, further investment in infrastructure, education, and system integration is crucial. By addressing these issues, the E-Court system can realize its full potential, providing a faster, more straightforward, and more accessible justice system for all.

V. Conclusion

The implementation of the Electronic Court System (E-Court) at the Kotabaru District Court has been a significant advancement in modernizing Indonesia's judicial system. The system has notably enhanced administrative efficiency, providing a more transparent, streamlined process that reduces time and costs for both the court and its users. These outcomes align with the ideals of simple, speedy, and low-cost justice as outlined in Law No. 48/2009 on Judicial Power. Furthermore, the integration of electronic filing (e-filing), electronic payment (e-payment), and electronic summons (e-summons) has improved accessibility, enabling a broader range of users to engage with the judicial process without being hindered by physical distances or bureaucratic inefficiencies. The system also supports the broader objectives of digital justice, helping the judicial system adapt to the technological demands of the 21st century.

However, despite these advancements, the system's full potential remains curtailed by various external barriers and technical limitations. As demonstrated in this study, while the dimensions of content and format largely meet user expectations, areas such as ease of use, timeliness, and support still present significant challenges. These issues stem from delays in the distribution of postal summons, limited digital literacy, user interface design flaws, and insufficient technical support. Moreover, external factors, such as Kotabaru's vast geographic expanse, poor internet infrastructure, and the resistance to digital transformation by certain groups, impede the system's effectiveness. These factors underscore that the success of E-Court is not solely dependent on technological advancements and regulatory frameworks, but also on social readiness and the availability of supportive local infrastructure. As such, the study reveals the gap between the theoretical aspirations of digital justice and the practical challenges encountered in the field.

The implications of this research for both theory and practice are substantial. Theoretically, the study contributes to the literature on public administration and digital governance, particularly in developing economies. By applying the End-User Computing Satisfaction (EUCS) model, this study not only extends understanding of user satisfaction in e-governance systems but also highlights the complexities of

implementing digital reforms in the judicial sector. It shows that technology acceptance is multifaceted, requiring attention to user experience, system design, and the availability of training for diverse stakeholders. Furthermore, this research reinforces the policy implementation theory, particularly the need for resource allocation, coordination, and communication to ensure the success of public sector reforms. Implementation theories, such as those proposed by Edwards III, are supported by the findings, which emphasize that digital initiatives must align with the readiness of both human resources and institutional structures to be genuinely effective. From a managerial perspective, this research provides actionable recommendations to legal institutions, such as the Kotabaru District Court and the Supreme Court of Indonesia, to enhance their digital services. The court needs to address the technical support gaps, offer ongoing digital literacy training, and streamline user interfaces to make the system more accessible to the general public. At the national level, collaborating with telecommunications providers to improve network coverage in remote areas is essential to expanding the reach and utility of E-Court. The E-Court implementation at Kotabaru represents a substantial step toward modernizing the Indonesian judicial system. However, its success hinges not only on technological innovation but also on overcoming systemic challenges in infrastructure, digital literacy, and geographic accessibility. For the E-Court system to be fully realized as an inclusive tool for justice, comprehensive policy adjustments, better technical support, and broader social outreach are necessary. Moving forward, the government, judiciary, and local institutions must collaborate effectively to address these barriers and ensure that E-Court becomes a truly equitable and accessible platform for all citizens, regardless of their geographic location or technological proficiency. These improvements will not only benefit Kotabaru but can also serve as a model for the wider Indonesian judicial system and potentially inspire other developing countries looking to digitalize their justice systems in the future.

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